

65 Water & Sewer Services Fd-At a Glance



Budget Summary		2003-04	2004-05	2005-06
	Expenditures and Transfers:			
	Operations Fund	\$78,903,800	\$85,939,500	\$90,464,600
	Special Purpose Fund	127,676,600	146,784,600	158,938,700
	Total Expenditures and Transfers	\$206,580,400	\$232,724,100	\$249,403,300
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$0	\$0	\$0
	Other Governments and Agencies	0	0	0
	Other Program Revenue	800,000	3,700,000	4,000,000
	Total Program Revenue	\$800,000	\$3,700,000	\$4,000,000
	Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	183,523,900	179,514,000	179,781,000
	Total Revenues	\$184,323,900	\$183,214,000	\$183,781,000
Positions	Total Budgeted Positions	707	750	750
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Line of Business and Program

Customer Service

Billing and Collections
Meter Reading
Lobby/Cash
Permits/Customer Connections
Phone Center
Field Activities

Distribution and Collection

Distribution and Collection Planning
Sewer Maintenance
Water Maintenance

Engineering

Contracts/Communities
Design and Development Review
Inspection
System Improvements and Planning

Stormwater

Development Review and Permitting
Master Planning
Routine Maintenance
Water Quality
Remedial Maintenance

Wastewater Operations

Collection Facilities Operations and Maintenance
Plant Maintenance
Wastewater Treatment Plant Operation
Laboratory Compliance
Security

Water Operations

Distribution Facilities Operations and Maintenance
Laboratory Compliance
Plant Maintenance
Water Treatment Plant Operation
Security

Administrative

Non-allocated Financial Transactions
Administration for Operations
ITS Applications Support
Human Resources
Finance
Procurement
Departmental Executive Leadership

Mission	The mission of Metropolitan Water Services is to provide drinking water, wastewater treatment, and stormwater management services to our community so we can enjoy a vital, safe, and dependable water supply and protected environment.
Goals	<p>By 2008, MWS customers will enjoy recreational activities using streams that are swimable and fishable (according to state and federal criteria), as evidenced by:</p> <ul style="list-style-type: none"> • Reduced mileage of (303(d)) Impaired Streams listed in MWS' service area • 99% compliance for all permitted Stormwater and collection system operations • 99% compliance for wastewater effluent quality <p>By 2008, MWS will maintain competitiveness, relative to the top 10 rated large public utilities*, for clean, safe water services (water and wastewater), as indicated by:</p> <ul style="list-style-type: none"> • Cost per MG (million gallons) water treated • Cost per MG (million gallons) of wastewater treatment capacity • Billing cost per customer • # of IODs (injuries on duty) • # of at fault vehicular accidents • # of OSHA/TOSHA (Occupational Safety and Health Administration / Tennessee Occupational Safety and Health Administration) violations • % of bad debt to revenue billed • % non-revenue water • Demand for Stormwater Capital Improvements will show a negative trend, as reflected in the comparison of projects completed vs. projects designed. <p><i>*American Waterworks Association (AWWA), Association of Metropolitan Sewage Agencies (AMSA), and Water Environmental Federation (WEF), as applicable</i></p> <p>Customers of MWS will continue to have clean, safe, drinkable water, at levels meeting EPA (Environmental Protection Agency) water production and distribution water quality standards, as indicated by:</p> <ul style="list-style-type: none"> • Turbidity levels • Chlorine levels • Bacteria levels • Taste and Odor • Disinfection By-Products <p>MWS customers will continue to find it easier to do business with MWS and will be provided bills for service that are more accurate and timely, and telephone inquiries, when needed, will be answered more quickly and with less time "on hold". These improvements will be evidenced by:</p> <ul style="list-style-type: none"> • 5%, plus or minus 3%, on average, of calls where customers hang up before receiving call response (call abandonment) 45 seconds or less, on average, that customers are "on hold" • 99% of customer bills, per month, reflecting accurate meter readings meters read accurately per month • 99% of customer bills issued on time

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Budget Change and Result Highlights FY 2006

Recommendation		Result
Pay & Fringe Benefit Plans		
Water & Sewer, Stormwater Pay and Fringe Benefits	\$2,083,900	Supports the hiring and retention of a qualified workforce.
Non-Allocated Financial Transactions		
Internal Service Charges		
Finance Charge	1,067,800	Delivery of core financial functions including accounting, payroll, budgeting, and internal audit
Human Resources Charge	390,300	Delivery of core human resource functions including hiring, training, and evaluation/management
Information Systems Charge	471,500	Delivery of core information technology functions including desktop support, help desk, network support & maintenance, application support, and voice connectivity
Facilities Maintenance & Security Charge	18,800	Delivery of facility maintenance and associated security functions
Shared Business Office Charge	32,100	Delivery of administrative support functions
Shared Services Charge	44,700	Delivery of centralized payment service
Customer Call Center Charge	5,700	Telephone access to information for Metro employees, the residents of Nashville, and other callers
Fleet Management Charge	294,500	Delivery of fleet management, fuel services, and maintenance functions
Postal Service Charge	-1,600	Delivery of mail across the Metropolitan Government
Radio Service Charge	163,000	Delivery of radio infrastructure support and radio installation and maintenance
Telecommunication Charge	-29,900	Deliver telephone services
Local Cost Allocation Plan (LOCAP) Charge	-787,100	Reduction in payments for charges billed directly.
Stormwater		
Master Planning and Development Review, Permitting, Routine and Remedial Maintenance, and Water Quality	3,211,400	Continue to provide flood mitigation products including design reviews and permits.
Water Operations		
Water Treatment Plant Operation, Maintenance, Security and Laboratory Compliance	-2,312,700	Continue to provide safe drinking water, while pursuing efficient resource utilization.
Wastewater Operations		
Waste Water Treatment Plant Operations, Maintenance, Security and Laboratory Compliance	1,800,700	Provide waste water treatment collection and treatment.
Distribution and Collection		
Distribution and Collection Planning, Sewer Maintenance and Water Maintenance	-61,400	Provide maintenance and scheduling services, while reducing resource use.
Engineering		
Design, Development Review, Inspection, and System Improvement	-120,000	Continue to provide engineering services, while reducing resource use.

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Budget Change and Result Highlights FY 2006

Recommendation		Result
Administrative		
Finance, IT, Human Resources, Procurement and Records Management	\$ 497,300	Deliver wastewater treatment and water distribution, while meeting electricity rate increases.
Customer Service		
Billing and Collections, Meter Reading, Permits, Phone Center, and Field Activities	1,156,100	Read meters, provide water service bills, prepare permits, and deliver high quality customer service.
Special Purpose Funds		
Extension & Replacement, Debt Service, Debt Service Reserve, Operating Reserve	8,754,100	Provide funding for capital projects, debt payments and reserve
TOTAL	\$16,679,200	

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Customer Service Line of Business - The purpose of the Customer Service line of business is to provide billing and collections, meter reading, lobby and cash operations, field activities, phone services, and permits/customer connection products to rate payers so they can conduct business with the utility.

Billing and Collections Program

The purpose of the Billing and Collections Program is to provide billing and collections products to the utility so it can receive proper and timely payments for delivered products, reduce bad debt, and continue efficient operations for ratepayers.

Results Narrative

This budget for the Billings and Collections Program includes an additional \$463,100 for FY06. The proposed funds would be used for regular pay, benefits, and other expense object accounts. With this increase, we should be able to meet or exceed last year's result measure of reduction by the utility of "bad debt", as indicated by % reduction in 60-day receivables. This should allow the Department to meet its goal, "Metro Water Services customers will continue to find it easier to do business with Metro Water Services and will be provided bills for service that are more accurate and timely, and telephone inquires, when needed, will be answered more quickly and with less time 'on hold'."

Program Budget & Performance Summary

	2004 Budget	2004 Actual	2005 Budget	2005 1 st Half	2006 Budget
Program Budget: Operations Fund	\$1,554,000	...	\$1,645,100	...	\$2,108,200
FTEs: Operations Fund	NA	...	9.20	...	12.60
Results					
Percentage change in 60 days receivables	-50%	NA	-25%	-25%	-25%

Meter Reading Program

The purpose of the Meter Reading Program is to provide meter readings to the Billing and Collections Program so they can provide utility customers with accurate and timely bills.

Results Narrative

This budget for the Meter Reading Program includes an additional \$58,200 for FY06. The proposed funds would be used for regular pay, benefits, and other expense object accounts. With this increase, we should be able to meet or exceed last year's the result measure of # of meter readings completed monthly. This should also allow the Department to meet its goal, "Metro Water Services customers will continue to find it easier to do business with Metro Water Services and will be provided bills for service that are more accurate and timely, and telephone inquires, when needed, will be answered more quickly and with less time 'on hold'."

Program Budget & Performance Summary

	2004 Budget	2004 Actual	2005 Budget	2005 1 st Half	2006 Budget
Program Budget: Operations Fund	\$1,094,900	...	\$1,170,800	...	\$1,229,000
FTEs: Operations Fund	NA	...	19.50	...	20.50
Results					
Percentage of monthly bills issued on time	100%	NA	100%	90%	100%

Lobby/Cash Program

The purpose of the Lobby/Cash Program is to provide customer assistance products to water and wastewater users so they can receive services and make payments using convenient customer assistance venues.

Results Narrative

This budget for the Lobby / Cash Program includes an additional \$39,900 in funding for FY06. The proposed funds would be used for regular pay, benefits, and other expense object accounts. With this increase, we should be able to meet or exceed the result measure of # of total customer contacts handled. This should allow the Department to meet its goal, "Metro Water Services customers will continue to find it easier to do business with Metro Water Services and will be provided bills for service that are more accurate and timely, and telephone inquires, when needed, will be answered more quickly and with less time 'on hold'."

Program Budget & Performance Summary

	2004 Budget	2004 Actual	2005 Budget	2005 1 st Half	2006 Budget
Program Budget: Operations Fund	\$465,400	...	\$492,700	...	\$532,600
FTEs: Operations Fund	NA	...	7.30	...	7.30
Results					
Percentage payments made through automated services	19%	NA	24%	10%	25%

Permits/Customer Connections Program

The purpose of the Permits/Customer Connections Program is to provide infrastructure and connection assistance products to utility contractors and developers so they can connect to our water and wastewater systems in a timely manner and proceed with their desired projects.

Results Narrative

This budget for the Permits / Customer Connections Program includes an additional \$55,900 for FY06. The proposed funds would be used for regular pay, benefits, and other expense object accounts. With this increase, we should be able to meet or exceed last year's result measure of # of plans reviews provided. This should allow the Department to meet its goal, "Metro Water Services customers will continue to find it easier to do business with Metro Water Services and will be provided bills for service that are more accurate and timely, and telephone inquires, when needed, will be answered more quickly and with less time 'on hold'."

Program Budget & Performance Summary

	2004 Budget	2004 Actual	2005 Budget	2005 1 st Half	2006 Budget
Program Budget: Operations Fund	\$471,500	..	\$559,000	...	\$614,900
FTEs: Operations Fund	NA	...	9.50	...	10.90
Results					
Percentage of customer requests, approved for permitting, completed and billed within established guidelines	NA	NA	NA	NR	NR

Phone Center Program

The purpose of the Phone Center Program is to provide customer assistance products to water and wastewater users so they can receive services and make payments using convenient telephone customer service methods.

Results Narrative

This budget for the Phone Center Program includes an additional \$525,800 for FY06. The proposed funds would be used for regular pay, benefits, and other expense object accounts. With this increase, we should be able to meet or exceed last year's result measure, "% of customers reporting services were convenient to use," and "% of customers receiving information or services through automated systems." This should allow the Department to meet its goal, "Metro Water Services customers will continue to find it easier to do business with Metro Water Services and will be provided bills for service that are more accurate and timely, and telephone inquiries, when needed, will be answered more quickly and with less time 'on hold'."

Program Budget & Performance Summary

	2004 Budget	2004 Actual	2005 Budget	2005 1 st Half	2006 Budget
Program Budget: Operations Fund	\$608,200	...	\$755,800	...	\$1,281,600
FTEs: Operations Fund	NA	...	12.80	...	27.80
Results					
Percentage of phone center calls receiving information or services through automated systems	NA	NA	40%	39%	40%

Field Activities Program

The purpose of the Field Activities Program is to provide meter information and maintenance products to the utility so it can issue accurate bills in a timely manner, respond to customer requests and provide uninterrupted water service.

Results Narrative

This budget for the Field Activities includes an additional \$13,200 for FY06. The proposed funds will be used for regular pay, benefits, and other expense object accounts. With this increase, we should be able to meet or exceed last year's result measure, "% of work orders cleared in two days," and "% of reduction in customer repeat emergency orders." This should also allow the Department to meet its goal, "Metro Water Services customers will continue to find it easier to do business with Metro Water Services and will be provided bills for service that are more accurate and timely, and telephone inquiries, when needed, will be answered more quickly and with less time 'on hold'."

Program Budget & Performance Summary

	2004 Budget	2004 Actual	2005 Budget	2005 1 st Half	2006 Budget
Program Budget: Operations Fund	\$2,739,000	...	\$2,791,300	...	\$2,804,500
FTEs: Operations Fund	NA	...	36.30	...	34.80
Results					
Percentage of work orders cleared in two days	65%	NA	85%	85%	87%

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Distribution and Collection Line of Business - The purpose of the Distribution and Collection Line of Business is to provide planning and sewer and water maintenance products to the utility in order to deliver water and collect and transport wastewater.

Distribution and Collection Planning Program

The purpose of the Distribution and Collection Planning Program is to provide field investigation and maintenance scheduling products to MWS, other utility personnel and contractors so they can provide scheduled maintenance and timely repairs to the distribution and collection systems.

Results Narrative

This budget includes maintaining the Planning Program at its current level for FY06. With the current level of funding, the program should be able to meet or exceed the result measure of percentages of One-call tickets produced within timeframe. In addition, this conforms to the Department's goal, "By 2008, Metro Water Services will maintain competitiveness, relative to the top 10 rated large public utilities, for clean, safe water services.

Program Budget & Performance Summary

	2004 Budget	2004 Actual	2005 Budget	2005 1 st Half	2006 Budget
Program Budget: Operations Fund	\$2,695,100	...	\$3,066,900	...	\$3,066,900
FTEs: Operations Fund	NA	...	43.20	...	43.20
Results					
Percentage of Tennessee One-call tickets designations (marked) produced within timeframe	NA	NA	100%	100%	100%

Sewer Maintenance Program

The purpose of the Sewer Maintenance Program is to provide sewer system repair and maintenance products to MWS (Metro Water Services) so it can provide maintenance at a competitive cost.

Results Narrative

This budget for the Sewer Maintenance Program includes an additional \$183,000 for FY06. The proposed increases are in regular pay, benefits, and other expense object accounts. With this increase, we should be able to meet or exceed last year's results measure relating to percentages of sewer system activities which are preventive in nature. This increase should help meet our goal of "By 2008, Metro Water Services customers will enjoy recreational activities using streams that are swimable and fishable."

Program Budget & Performance Summary

	2004 Budget	2004 Actual	2005 Budget	2006 1 st Half	2006 Budget
Program Budget: Operations Fund	\$2,746,300	...	\$2,686,300	...	\$2,869,300
FTEs: Operations Fund	NA	...	40.30	...	48.40
Results					
Percentage of maintenance that is preventative	NA	NA	92%	99%	99%

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Water Maintenance Program

The purpose of the Water Maintenance Program is to provide water system repair and maintenance products to MWS so it can minimize emergency repairs.

Results Narrative

This budget for the Water Maintenance Program includes a reduction of \$244,400 for FY06. These decreases include regular pay, benefits, and other expense object accounts. With this request, we should be able to meet or exceed last year's result measure relating to percentages of water system activities that are preventive in nature. This reduction should help Metro Water Services meet its goal, "By 2008, Metro Water Services will maintain competitiveness, relative to the top 10 rated large public utilities, for clean, safe water services."

Program Budget & Performance Summary

	2004 Budget	2004 Actual	2005 Budget	2005 1 st Half	2006 Budget
Program Budget: Operations Fund	\$5,553,100	...	\$5,779,100	...	\$5,534,700
FTEs: Operations Fund	NA	...	95.20	...	83.20
Results					
Percentage of maintenance that is preventative	NA	NA	90%	NR	NR

Engineering Line of Business - The purpose of the Engineering line of business is to provide new development review and approval, master planning, design, contract and construction administration, and customer advocacy products to customers requesting connection to our systems and to MWS so that they can connect to our systems and/or receive timely and accurate technical support.

Contracts/Communities Program

The purpose of the Contracts/Communities Program is to provide contract administration, property rights, acquisitions, customer advocacy, and technical/legislative support products to citizens, elected officials, government agencies and the development community so they can have cost-effective, environmentally safe and reliable water and wastewater systems.

Results Narrative

This budget for the Contract Administration/Communities Program includes a reduction of \$16,100 to recognize the anticipated inflation in operating expense items and to reduce to the projected expenditures during FY 2005. A portion of this reduction results from Open Range Increases being budgeted in this Program in 2005 and in the Executive Leadership Program in 2006. The proposed FY06 changes will assist in achieving 100% of the project reviews meeting agreed delivery times and 100% of projects completed within timeframes. This level of funding will assist the department in achieving its goals of citizens enjoying recreational activities in streams that are swimmable and fishable, providing customers with competitive rates, relative to the top 10 rated large public utilities, for clean, safe water services, and making it easier for customers to do business with MWS and reducing hold time for telephone inquiries.

Program Budget & Performance Summary

	2004 Budget	2004 Actual	2005 Budget	2005 1 st Half	2006 Budget
Program Budget: Operations Fund	\$534,000	...	\$496,400	...	\$480,300
FTEs: Operations Fund	NA	...	6.90	...	8.60
Results					
Percentage change in the duration of rain induced sewer pump station bypasses	NA	NA	NA	NR	NR

Design and Development Review Program

The purpose of the Design and Development Review Program is to provide engineering design and technical guidance products to MWS' Engineering Inspections Program and developers so they can build projects within established timelines and according to specified plans.

Results Narrative

This budget for the Design & Development Review Program includes a decrease of \$37,000 to recognize the anticipated inflation in operating expense items and to adjust for the reduction in projected expenditures during FY 2005. This reduction results primarily from a reduction in overtime and budgeted health insurance premiums. The proposed changes will assist in achieving 100% of the project reviews meeting agreed delivery times and 100% of projects completed within timeframes. This level of funding will assist the department in achieving its goals of citizens enjoying recreational activities in streams that are swimable and fishable, providing customers with competitive rates, relative to the top 10 rated large public utilities, for clean, safe water services (water and wastewater), and making it easier for customers to do business with MWS and reducing hold time for telephone inquiries.

Program Budget & Performance Summary

	2004 Budget	2004 Actual	2005 Budget	2005 1 st Half	2006 Budget
Program Budget: Operations Fund	\$274,400	...	\$290,300	...	\$253,300
FTEs: Operations Fund	NA	...	3.00	...	4.00
Results					
Percentage of projects completed within established timeframes	NA	NA	80%	83%	80%

Inspection Program

The purpose of the Inspection Program is to provide construction management products to MWS maintenance so they can have properly functioning new collection and distribution facilities delivered on time and within their contract budget.

Results Narrative

This budget for the Inspection Program includes a reduction of \$264,000 to recognize the anticipated inflation in operating expense items and to adjust for the projected expenditures during FY 2005. This decrease will still allow this Program to operate at the same level as during 2005. With this decrease the program should be able to meet or exceed its measures relative to % of the projects completed on time, % completed within contract budget, and % within design specifications. This level of funding will assist the department in achieving its goals of citizens enjoying recreational activities in streams that are swimable and fishable, providing customers with competitive rates, relative to the top 10 rated large public utilities, for clean, safe water services, and making it easier for customers to do business with MWS and reducing hold time for telephone inquiries.

Program Budget & Performance Summary

	2004 Budget	2004 Actual	2005 Budget	2005 1 st Half	2006 Budget
Program Budget: Operations Fund	\$501,200	...	\$583,200	...	\$319,200
FTEs: Operations Fund	NA	...	6.20	...	4.20
Results					
Percentage change in project cost due to change orders	NA	NA	NA	NR	NR

System Improvements and Planning Program

The purpose of the System Improvements and Planning Program is to provide system improvements, analysis, and mapping products to other MWS divisions and to current and future utility customers so they can have safe and reliable quantity of water and safe and reliable capacity of wastewater services.

Results Narrative

This budget for the System Improvement & Planning Program includes an additional \$197,100 to recognize the anticipated inflation in operating expense items and to adjust for the reduction in projected expenditures during FY 2005. This increase includes \$250,000 for a water system audit to identify sources of lost water. This increase will allow this Program to operate at the same level as during 2005 as customers experience safe and reliable quantity of water and wastewater services, mapping of 100% of the projects received, and no days of water service rationing or dry weather sewerage overflows. This level of funding will assist the department in achieving its goals of providing customers with competitive rates, relative to the top 10 rated large public utilities, for clean, safe water services, and making it easier for customers to do business with MWS and reducing hold time for telephone inquiries.

Program Budget & Performance Summary

	2004 Budget	2004 Actual	2005 Budget	2005 1 st Half	2006 Budget
Program Budget: Operations Fund	\$341,800	...	\$399,300	...	\$596,400
FTEs: Operations Fund	NA	...	2.30	...	5.70
Results					
Percentage change in water flow capacity in Water Infrastructure Rehabilitation project areas	NA	NA	NA	NR	NR

Stormwater Line of Business - The purpose of the Stormwater line of business is to provide development review and permitting, master planning, routine and remedial maintenance, and improved watershed water quality products to residents of Davidson County (excluding incorporated cities inside Metro) so that they can have a reduced potential for property damage, safe roadways and improved stream water quality.

Development Review and Permitting Program

The purpose of the Development Review and Permitting Program is to provide information, technical guidance/feedback, and regulatory oversight products to the development community so they can obtain approvals and permits in a timely manner to pursue development according to Metro Stormwater guidelines.

Results Narrative

This budget for the Stormwater Development Review and Permitting Program includes an additional \$116,900 for FY06. The increases include regular pay, benefits, and other expense object accounts. With this increase, we should be able to meet or exceed the result measure of completing reviews in a timely manner. The requested changes will assist in achieving the goal of allowing customers to enjoy recreational activities using streams that are swimmable and fishable, by 2008.

Program Budget & Performance Summary

	2004 Budget	2004 Actual	2005 Budget	2005 1 st Half	2006 Budget
Program Budget: Stormwater Fund	\$695,000	...	\$736,000	...	\$852,900
FTEs: Stormwater Fund	NA	...	10.80	...	10.80
Results					
Percentage of Plans submitted that have been reviewed within 14 working days	NA	NA	NA	NR	80%

Master Planning Program

The purpose of the Master Planning Program is to provide non-structural and structural flood mitigation products to the community so they can enjoy safe roadways and reduced property damage through improved capacity of the major stormwater system.

Results Narrative

This budget for the Stormwater Master Planning Program includes an \$88,000 reduction for FY06. The decreases include regular pay, benefits, and other expense object accounts. With this decrease, we should be able to meet or exceed the result measure of # of flood mitigation purchases completed. The requested changes will assist in achieving the goal of allowing customers to enjoy recreational activities using streams that are swimmable and fishable, by 2008.

Program Budget & Performance Summary

	2004 Budget	2004 Actual	2005 Budget	2005 1 st Half	2006 Budget
Program Budget: Stormwater Fund	\$243,400	...	\$236,000	...	\$148,000
FTEs: Stormwater Fund	NA	...	2.50	...	2.50

Results

Percentage change in estimated annual property damage rate* within capital project areas (pre-completion rate compared with post-project completion rate).

*derived by watershed master plan model

NA	NA	NA	NR	NR
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Routine Maintenance Program

The purpose of the Routine Maintenance Program is to provide existing stormwater system cleaning and repair products to the community so they can enjoy safe roadways and reduced property damage through timely mitigation of stormwater system impairments.

Results Narrative

This budget for the Stormwater Routine Maintenance Program includes an additional \$124,900 for FY06. These increases include regular pay, benefits, and other expense object accounts. With this increase, we anticipate we will be able to meet or exceed our performance measures of number of stormwater system cleanings, ditch cleanings, anticipated and/or completed and the cost per cleaning. The requested changes will assist in achieving the goal of allowing customers to enjoy recreational activities using streams that are swimmable and fishable, by 2008.

Program Budget & Performance Summary

	2004 Budget	2004 Actual	2005 Budget	2005 1 st Half	2006 Budget
Program Budget: Stormwater Fund	\$3,528,700	...	\$3,309,200	...	\$3,434,100
FTEs: Stormwater Fund	NA	...	29.00	...	29.00

Results

Percentage of mitigations performed within standardized timeframes

NA	NA	NA	NR	NR
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Water Quality Program

The purpose of the Water Quality Program is to provide compliance with the Phase I Metro NPDES (National Pollution Discharge Elimination System) and MS4 (Municipal Separated Storm Sewer System) permit to the Tennessee Department of Environment and Conservation (TDEC) so they can be assured that Metro is in compliance with the NPDES (National Pollution Discharge Elimination System) permit.

Results Narrative

This budget for the Stormwater Water Quality Program includes an additional \$165,100 for FY06. These increases include regular pay, benefits, and other expense object accounts. With this increase, we anticipate we should meet or exceed our performance measures of compliance with NPDES Permit, inspection requests completed in a timely manner, and permit violation notices provided. The requested changes will assist in achieving the goal of allowing customers to enjoy recreational activities using streams that are swimable and fishable, by 2008.

Program Budget & Performance Summary

	2004 Budget	2004 Actual	2005 Budget	2005 1 st Half	2006 Budget
Program Budget: Stormwater Fund	\$883,300	...	\$851,000	...	\$1,016,100
FTEs: Stormwater Fund	NA	...	13.00	...	13.00
Results					
Percentage of time Metro is in compliance with the National Pollution Discharge Elimination System permit	100%	NA	100%	100%	100%

Remedial Maintenance Program

The purpose of the Remedial Maintenance Program is to provide system repair and additional products to the community so they can enjoy safe roadways and reliable performance of the stormwater system.

Results Narrative

This budget for the Stormwater Remedial Maintenance Program includes an increase of \$3,081,100 for FY06. This increase is principally composed of funding for capital projects. With this proposed increase, we anticipate we will be able to meet or exceed our performance measures of the number of remedial, small capital, and system replacement/repairs completed. The requested changes will assist in achieving the goal of allowing customers to enjoy recreational activities using streams that are swimable and fishable, by 2008.

Program Budget & Performance Summary

	2004 Budget	2004 Actual	2005 Budget	2005 1 st Half	2006 Budget
Program Budget: Stormwater Fund	\$3,522,400	...	\$3,567,800	...	\$6,648,900
FTEs: Stormwater Fund	NA	...	25.70	...	26.70
Results					
Percentage change in median severity score for remediation projects investigated within fiscal year	NA	NA	NA	NR	NR

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Wastewater Operations Line of Business - The purpose of the Wastewater Operations line of business is to provide treatment, maintenance, security and laboratory services to MWS and its customers so that they can have safe water resources.

Collection Facilities Operations and Maintenance Program

The purpose of the Collection Facilities Operations and Maintenance Program is to provide operations and technical maintenance products to MWS Operations, Engineering and System Services Divisions so they can provide wastewater collection and treatment services for MWS customers.

Results Narrative

This budget for the Collection Systems Operations and Maintenance Program includes an additional \$901,800 for salaries, benefits and funds related expenses including electricity, wastewater transport, grass cutting services, building maintenance services, and water treatment chemicals, in order to properly maintain wastewater pumping stations. The proposed funds will allow the program to meet or exceed its result measures, "% of days sewer pump stations operate within design capacity," and "% of total overflows caused by equipment failure." The change also contributes directly to our goal, "BY 2008, Metro Water Services customers will enjoy recreational activities using streams that are swimmable and fishable (according to state and federal criteria)."

Program Budget & Performance Summary

	2004 Budget	2004 Actual	2005 Budget	2005 1 st Half	2006 Budget
Program Budget: Operations Fund	\$4,763,200	...	\$5,008,500	...	\$5,910,300
FTEs: Operations Fund	NA	...	25.20	...	37.20
Results					
Percentage of total overflows caused by equipment failure	NA	NA	NA	0%	0%

Plant Maintenance Program

The purpose of the Plant Maintenance Program is to provide preventive and corrective maintenance products to MWS Operations so they can have plants that operate at optimum required capacity.

Results Narrative

This budget for the Wastewater Treatment Plant Maintenance Program includes a reduction of \$27,000 in salaries and benefits. This will still allow the program to meet or exceed its result measure, "% of permit violations due to equipment out-of-service". This should help us meet or exceed our goal, "By 2008, Metro Water Services will maintain competitiveness, relative to the top 10 rated large public utilities, for clean, safe water services."

Program Budget & Performance Summary

	2004 Budget	2004 Actual	2005 Budget	2005 1 st Half	2006 Budget
Program Budget: Operations Fund	\$5,712,200	...	\$5,192,700	...	\$5,165,700
FTEs: Operations Fund	NA	...	63.50	...	63.50
Results					
Percentage of equipment available versus equipment required to meet capacity	NA	NA	NA	NR	NR

Wastewater Treatment Plant Operation Program

The purpose of the Wastewater Treatment Plant Operation Program is to provide wastewater treatment products for the community so they can be assured of fishable and swimmable water resources.

Results Narrative

This budget for the Wastewater Treatment Plant Operations Program includes an additional \$257,500 for adjustments related to salaries, benefits and expenses, such as utilities, sewage sludge disposal, temporary services, plumbing/HVAC maintenance services, fleet management, and building insurance, to operate the wastewater treatment facilities, as required by the Environmental Protection Agency. This increase will assure that the measure of compliance with National Pollution Discharge Elimination System permit requirements will remain at zero violations, directly supporting the measurement "% of permit violations due to plant operations." This increase should help the Department in meeting its goal of "By 2008, Metro Water Services customers will enjoy recreational activities using streams that are swimmable and fishable."

Program Budget & Performance Summary

	2004 Budget	2004 Actual	2005 Budget	2005 1 st Half	2006 Budget
Program Budget: Operations Fund	\$14,792,400	...	\$16,291,800	...	\$16,549,300
FTEs: Operations Fund	NA	...	85.50	...	77.60
Results					
Percentage of compliance with National Pollution Discharge Elimination System permit requirements	NA	NA	NA	NR	NR

Laboratory Compliance Program

The purpose of the Laboratory Compliance Program is to provide water quality and compliance reports, analytical data and support products to MWS (Metro Water Services) so they can have timely and accurate data that enables them to operate efficiently and in compliance with regulations.

Results Narrative

This budget for the Laboratory Compliance Program includes an additional \$730,600 for adjustments in salaries and benefits. This proposed change is mainly due to a relocation of positions. This will assure that EPA time requirements for reports are met 100% of the time, which goes directly to our result measures, "% of Environmental Protection Agency defined time requirements for reports that are met," and "% of analytical data remaining within established control limits." This directly supports our goal, "By 2008, Metro Water Services customers will enjoy recreational activities using streams that are swimmable and fishable." It additionally supports the overall mission of providing drinking water, wastewater treatment, and stormwater management services to our community.

Program Budget & Performance Summary

	2004 Budget	2004 Actual	2005 Budget	2005 1 st Half	2006 Budget
Program Budget: Operations Fund	\$1,129,100	...	\$1,214,100	...	\$1,944,700
FTEs: Operations Fund	NA	...	17.80	...	31.60
Results					
Percentage of Environmental Protection Agency defined time requirements for reports that are met	NA	NA	100%	100%	100%

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Security Program

The purpose of the Security Program is to provide security and protection products to MWS so they can continue operations to provide safe drinking water and wastewater treatment free of security breaches.

Results Narrative

This budget for the Wastewater Plant Security Program includes a reduction of \$70,000 in Salaries, a decrease of \$20,600 in benefits and an increase of \$28,400 in Property Protection (for a net decrease of \$62,200 due mostly to a reallocation of resources and personnel). In spite of this decrease the program should be able to meet or exceed its result measures, "% or days that are contamination free due to security breaches," and "% of days without service interruption due to security breaches." This decrease will not affect the program's purpose, which is to insure that all vulnerable and critical water processes are protected in order to provide safe and clean water services. It will also aid the Department in achieving its goal, "By 2008, Metro Water Services will maintain competitiveness, relative to the top 10 rated large public utilities, for clean, safe water services."

Program Budget & Performance Summary

	2004 Budget	2004 Actual	2005 Budget	2005 1 st Half	2006 Budget
Program Budget: Operations Fund	\$908,100	...	\$961,700	...	\$899,500
FTEs: Operations Fund	NA	...	1.90	...	0.00
Results					
Percentage of days free of security breaches	NA	NA	100%	100%	100%

Water Operations Line of Business - The purpose of the Water Operations line of business is to provide treatment, maintenance, security and laboratory services to MWS and its customers so that they can have a safe drinking water supply of reliable quantity with sufficient water pressure.

Distribution Facilities Operations and Maintenance Program

The purpose of the Distribution Facilities Operations and Maintenance Program is to provide operations, technical maintenance services and monitoring of the distribution system to MWS Operations, Engineering and System Services Divisions so they can provide safe drinking water of reliable quantity for Metro Water Services' customers.

Results Narrative

This budget for the Distribution Facilities Operations and Maintenance Program includes a reduction of \$766,600 in salaries and benefits due to the relocation of 12 FTE's and the addition of \$377,900 to fund related expenses in order to properly maintain the water distribution facilities. The proposed \$388,700 net decrease will not affect the result measures: "% of days that customer demand for water usage is met - No taste and/or odor events, Implement water quality model of distribution system, and Estimated customer hours that system demand exceeded system capacity due to system failure." This change will help the department meet its goal; "By 2008, Metro Water Services will maintain competitiveness, relative to the top 10 rated large public utilities, for clean, safe water services." the Department's mission to provide drinking water, wastewater treatment, and stormwater management services to our community.

Program Budget & Performance Summary

	2004 Budget	2004 Actual	2005 Budget	2005 1 st Half	2006 Budget
Program Budget: Operations Fund	\$2,942,500	...	\$3,073,800	...	\$2,685,100
FTEs: Operations Fund	NA	...	14.40	...	0.00
Results					
Percentage of customer hours that system demand exceeded capacity due to facility failure	NA	NA	NA	NR	NR

Laboratory Compliance Program

The purpose of the Laboratory Compliance Program is to provide water quality and compliance reports, analytical data and support products to MWS so they can have timely and accurate data that enables them to operate efficiently and in compliance with regulations.

Results Narrative

This budget for the Laboratory Compliance Program includes a reduction of \$618,100 for adjustments in salaries and benefits due to a restructuring of the unit. This decrease will not adversely affect our result measures, "% of Environmental Protection Agency defined time requirements for reports that are met," and "% of analytical data remaining within established control limits." This will aid the Department in achieving its goal, "By 2008, Metro Water Services will maintain competitiveness, relative to the top 10 rated large public utilities, for clean, safe water services." This will not affect the Department's overall mission of providing drinking water, wastewater treatment, and stormwater management services to our community.

Program Budget & Performance Summary

	2004 Budget	2004 Actual	2005 Budget	2005 1 st Half	2006 Budget
Program Budget: Operations Fund	\$617,000	...	\$651,700	...	\$33,600
FTEs: Operations Fund	NA	...	11.50	...	0.00
Results					
Percentage of Environmental Protection Agency defined time requirements for reports that are met	NA	NA	100%	100%	100%

Plant Maintenance Program

The purpose of the Plant Maintenance Program is to provide preventive and corrective maintenance products to MWS Operations and Maintenance so they can have plants that operate at optimum required capacity.

Results Narrative

This budget for the Water Treatment Plant Maintenance Program includes a net decrease of \$19,300. The proposed adjustments will allow the program to meet or exceed its result measurement, "% of Safe Drinking Water Act violations due to equipment out-of-service. This request should also help Metro Water Services achieve its goal, "Customers of Metro Water Services will continue to have clean, safe, drinkable water, at levels meeting Environmental Protection Agency water production and distribution water quality standards."

Program Budget & Performance Summary

	2004 Budget	2004 Actual	2005 Budget	2005 1 st Half	2006 Budget
Program Budget: Operations Fund	\$1,785,500	...	\$2,385,000	...	\$2,365,700
FTEs: Operations Fund	NA	...	30.40	...	30.40
Results					
Percentage of equipment available versus equipment required to meet capacity	NA	NA	NA	NR	NR

Water Treatment Plant Operation Program

The purpose of the Water Treatment Plant Operation Program is to provide a safe supply of drinking water for community use and fire protection to all MWS customers so they can have potable and aesthetically pleasing water of reliable quantity and pressure.

Results Narrative

This budget for the Water Treatment Plant Operations Program includes a reduction \$890,300 for adjustments in salaries and cost saving related to the Hermitage plant being taken off line in October 2004 and the concurrent transfer of personnel to other areas of the Department. The proposed decrease will not adversely affect the result measure, "% of Safe Drinking Water Act violations due to plant operations." In addition, this proposed change would help the Department meet its goal; "By 2008, Metro Water Services will maintain competitiveness, relative to the top 10 large public utilities, for clean, safe water services."

Program Budget & Performance Summary

	2004 Budget	2004 Actual	2005 Budget	2005 1 st Half	2006 Budget
Program Budget: Operations Fund	\$9,531,100	...	\$9,626,800	...	\$8,736,500
FTEs: Operations Fund	NA	...	56.90	...	54.60
Results					
Percentage of days in compliance with water quality standards of the Safe Drinking Water Act	NA	NA	NA	NR	NR

Security Program

The purpose of the Security Program is to provide protection of critical assets and employees for MWS (Metro Water Services) in order to continue to provide safe drinking water and wastewater treatment.

Results Narrative

This budget for the Water Security Program includes a reduction of \$70,000 in Salaries, a concurrent decrease in Benefits of \$20,600, and a decrease of \$305,700 in Property Protection, for an overall reduction of \$396,300. This money is being reallocated to Customer Service Security, Stormwater Security, and 8th Avenue Reservoir Security which is currently located in Distribution Facilities Operating and Maintenance – Reservoirs. Overall, the reallocated security budget will show an increase. This program's decrease will not adversely impact the program's result measures; "% or days that are contamination free due to security breaches," and "% of days without service interruption due to security breaches." This will help insure that Metro Water Services meets its goal, "By 2008, Metro Water Services will maintain competitiveness, relative to the top 10 rated large public utilities, for clean, safe water services." In addition, the program will continue in its purpose that all vulnerable and critical water processes are protected in order to provide safe and clean water services.

Program Budget & Performance Summary

	2004 Budget	2004 Actual	2005 Budget	2005 1 st Half	2006 Budget
Program Budget: Operations Fund	\$908,000	...	\$961,200	...	\$564,900
FTEs: Operations Fund	NA	...	1.90	...	0.00
Results					
Percentage of days free of security breaches	NA	NA	100%	100%	100%

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Administrative Line of Business - The purpose of the Administrative Line of Business is to provide administrative support services to departments so they can efficiently and effectively deliver results for customers.

Non-allocated Financial Transactions Program

The purpose of the Non-allocated Financial Transactions Program is to provide budgeting and accounting products related to interfund transfers and non-program-specific budgetary adjustments to the department and the Metropolitan Government so they can include such transactions in the department's financial records.

Results Narrative

The amount budgeted in this program represents adjustments related to Pay Plan, Benefits and Internal Service Fees. These adjustments will be allocated to individual programs by the department in FY06. For a detailed description, see the Budget Change and Result Highlights page.

Program Budget & Performance Summary

	2004 Budget	2004 Actual	2005 Budget	2005 1 st Half	2006 Budget
Program Budget: GSD General Fund	\$78,903,800	\$81,454,676	\$12,977,100	...	\$15,242,800

Administration for Operations Program

The purpose of the Administration for Operations program is to provide management information products to Metro Water Services employees so they can produce quality water and wastewater products.

Results Narrative

This budget for the Administration for Operations Program includes an additional \$76,800 to fund the salaries and fringe benefits for FY06. This includes the addition of two new people in this program. This will allow the program to meet its key measure of "Percentage of compliance with federal and state regulatory requirements pertaining to safe drinking water and clean wastewater." The requested change should assist in meeting or exceeding our goal of "Customers of Metro Water Services will continue to have clean, safe, drinkable water, at levels meeting Environmental Protection Agency water production and distribution water quality standards.

Program Budget & Performance Summary

	2004 Budget	2004 Actual	2005 Budget	2005 1 st Half	2006 Budget
Program Budget: Operations Fund	\$613,500	...	\$756,200	...	\$833,000
FTEs: Operations Fund	NA	...	10.20	...	13.00

Results

Percentage of compliance with federal and state regulatory requirements pertaining to safe drinking water and clean wastewater

NA	NA	NA	100%	100%
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IT Applications Support Program

The purpose of the IT Applications Support Program is to provide business recommendations, applications, and project reporting products to MWS Divisions so they can use technologies and technology applications to improve their business processes.

Results Narrative

This budget for the Information Technology Program includes a reduction of \$669,500 for FY06. This reduction principally reflects the transfer of information technology personnel to Metro ITS as part of a Metro wide consolidation effort. This decrease will still allow this Program to meet or exceed its result measures, "% of projects where the customer experiences satisfaction with ITS performance and product delivery, % of projects delivered on time and within budget, and % of IT problems resolved in a timely and effective manner." In addition, with this decrease the Department should achieve its goal, "By 2008, Metro Water Services will maintain competitiveness, relative to the top 10 rated large public utilities, for clean, safe water services."

Program Budget & Performance Summary

	2004 Budget	2004 Actual	2005 Budget	2005 1 st Half	2006 Budget
Program Budget: Operations Fund	\$1,697,100	...	\$1,761,900	...	\$1,092,400
FTEs: Operations Fund	NA	...	10.10	...	4.90
Results					
Percentage of IT problems resolved in a timely and effective manner	NA	NA	NA	95%	95%

Human Resources Program

The purpose of the Human Resources program is to provide employment products to department employees so they can receive adequate training, equitable benefits, accurate compensation, safety enhancement and risk management products that are designed to prevent accidents and injuries and effectively respond to accidents and injuries that occur.

Results Narrative

This budget for the Human Resources Program includes a reduction of \$50,300 to recognize the anticipated inflation in operating expense items and to adjust for the reduction in projected expenditures during FY 2005. This decrease will still allow this Program to operate at the same level as during 2005. This decrease should still allow this program meet or exceed several measures, including percent compliance with mandated training, percent of hires completed within established timeframes, and employee turnover within the first six months. With this decrease, the Department can still achieve its goal, "By 2008, Metro Water Services will maintain competitiveness, relative to the top 10 rated large public utilities, for clean, safe water services."

Program Budget & Performance Summary

	2004 Budget	2004 Actual	2005 Budget	2005 1 st Half	2006 Budget
Program Budget: Operations Fund	\$375,100	...	\$349,300	...	\$299,000
FTEs: Operations Fund	NA	...	4.60	...	4.60
Results					
Percentage compliance with mandated training	NA	NA	NA	97%	97%

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Finance Program

The purpose of the Finance program is to provide financial management products to this Metro department so it can effectively manage its financial resources.

Results Narrative

This budget for the Finance Program includes a reduction of \$18,200 in funding for FY06. This reduction results from the move of Open Range increases, of \$21,300, in the 2005 Budget, to the Executive Leadership Budget in 2006. This reduction exceeded increases in other object accounts. With this decrease, we should be able to meet or exceed the result measure of percentage of payment approvals filed by due dates. These changes will assist MWS achieve its goal of maintaining competitiveness, by 2008.

Program Budget & Performance Summary

	2004 Budget	2004 Actual	2005 Budget	2005 1 st Half	2006 Budget
Program Budget: Operations Fund	\$1,448,500	...	\$1,533,400	...	\$1,515,200
FTEs: Operations Fund	NA	...	14.40	...	14.40
Results					
Percentage of payroll authorizations filed accurately and timely	100%	NA	100%	100%	100%

Procurement Program

The purpose of the Procurement program is to provide purchasing transaction support products to this Metro department so it can obtain needed goods and services in a timely and efficient manner.

Results Narrative

The Procurement Program requested an additional \$9,400 to recognize the anticipated inflation in salaries and benefits and to adjust for the projected expenditures during FY 2005. This increase will assist the program in meeting or exceeding the result measures, "% vendor paid on or before due date," and "% of Department purchases made via procurement card." This increase should help the Department achieve its goal, "By 2008, Metro Water Services will maintain competitiveness, relative to the top 10 rated large public utilities, for clean, safe water services."

Program Budget & Performance Summary

	2004 Budget	2004 Actual	2005 Budget	2005 1 st Half	2006 Budget
Program Budget: Operations Fund	\$490,900	...	\$467,200	...	\$476,600
FTEs: Operations Fund	NA	...	6.40	...	6.40
Results					
Percentage of vendors paid on or before due date	NA	NA	NA	82%	85%

Departmental Executive Leadership Program

The purpose of the Departmental Executive Leadership program is to provide business policy and decision products to this Metro department so it can deliver results for customers.

Results Narrative

This budget for the Executive Leadership Program includes an additional \$2,831,400 to recognize the anticipated inflation in operating expense items and to adjust for the projected expenditures during FY 2005. Most budgeted vacant positions are held in this program until approved to be filled, by the Director. After approval, the position will be transferred to the appropriate program. This increase will allow this Program to operate at the same level as during 2005. This increase assists in achieving many of the measures, most importantly, in achieving 100% compliance with federal and state regulatory requirements relative to safe drinking water. With this increase the program can achieve the following goals: people in Nashville and Davidson County will enjoy recreational activities using streams that are swimable and fishable; and customers will pay competitive rates, for clean, safe water services (water and wastewater) and continue to have clean, safe, drinkable water, at levels meeting EPA water production and distribution water quality standards; customers will continue to find it easier to do business with MWS; and customers will be provided bills for service that are more accurate and timely, and telephone inquiries, when needed, will be answered more quickly and with less time "on hold".

Program Budget & Performance Summary

	2004 Budget	2004 Actual	2005 Budget	2005 1 st Half	2006 Budget
Program Budget: Operations Fund	\$987,800	..	\$2,010,900	...	\$4,842,300
FTEs: Operations Fund	NA	..	22.6	...	19.60
Results					
Percentage of departmental key results achieved	NA	NA	100%	98%	100%

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Water Services Operations Fund

	FY 2004 Budget	FY 2004 Actuals	FY 2005 Budget	FY 2006 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	34,596,600	34,935,645	36,243,500	38,654,200
OTHER SERVICES:				
Utilities	11,102,800	11,243,387	10,989,700	11,421,200
Professional and Purchased Services	7,610,700	7,867,845	8,284,900	8,926,500
Travel, Tuition, and Dues	357,400	251,638	308,100	251,200
Communications	1,487,200	1,433,737	1,343,900	1,484,100
Repairs & Maintenance Services	3,580,200	2,901,956	2,733,600	2,468,000
Internal Service Fees	3,309,700	2,622,820	2,507,100	4,931,200
TOTAL OTHER SERVICES	27,448,000	26,321,383	26,167,300	29,482,200
OTHER EXPENSE	12,446,600	15,979,583	16,057,500	15,241,600
PENSION, ANNUITY, DEBT, & OTHER COSTS	(1,817,600)	(1,990,477)	(1,421,900)	(1,782,500)
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	72,673,600	75,246,134	77,046,400	81,595,500
TRANSFERS TO OTHER FUNDS AND UNITS	6,230,200	6,229,176	8,893,100	8,869,100
TOTAL EXPENSE AND TRANSFERS	78,903,800	81,475,310	85,939,500	90,464,600
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	0	0	0	0
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	78,903,800	78,903,800	85,939,500	90,464,600
TOTAL REVENUE AND TRANSFERS	78,903,800	78,903,800	85,939,500	90,464,600

65 Water & Sewer Services Fd-Financial



Special Purpose Funds

	FY 2004 Budget	FY 2004 Actuals	FY 2005 Budget	FY 2006 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	3,647,900	7,289,165	4,155,500	6,034,200
OTHER SERVICES:				
Utilities	41,000	41,676	37,800	58,500
Professional and Purchased Services	1,175,800	2,069,740	1,290,600	1,142,200
Travel, Tuition, and Dues	17,000	18,999	18,900	22,600
Communications	55,700	43,215	64,900	79,400
Repairs & Maintenance Services	3,197,100	2,273,994	2,329,100	1,062,000
Internal Service Fees	273,000	252,355	257,400	300,800
TOTAL OTHER SERVICES	4,759,600	4,699,979	3,998,700	2,665,500
OTHER EXPENSE	491,300	371,984	545,800	542,000
PENSION, ANNUITY, DEBT, & OTHER COSTS	55,073,600	72,433,689	55,073,600	59,430,100
EQUIPMENT, BUILDINGS, & LAND	5,101,200	4,704,550	7,300,000	10,700,000
SPECIAL PROJECTS	52,370,800	0	64,711,000	64,711,000
TOTAL OPERATING EXPENSE	121,444,400	89,499,367	135,784,600	144,082,800
TRANSFERS TO OTHER FUNDS AND UNITS	6,232,200	9,884,896	11,000,000	14,855,900
TOTAL EXPENSE AND TRANSFERS	127,676,600	99,384,263	146,784,600	158,938,700
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	16,015,363	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	1,300,591	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	43,237	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	1,343,828	0	0
Other Program Revenue	800,000	860,258	3,700,000	4,000,000
TOTAL PROGRAM REVENUE	800,000	18,219,449	3,700,000	4,000,000
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	28,100	0	0
Compensation From Property	0	(27,316)	0	0
TOTAL NON-PROGRAM REVENUE	0	784	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	104,620,100	91,009,891	93,574,500	89,316,400
TOTAL REVENUE AND TRANSFERS	105,420,100	109,230,124	97,274,500	93,316,400

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			FY 2004		FY 2005		FY 2006	
<u>Class</u>	<u>Grade</u>		<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
Stormwater 37100								
Admin Svcs Mgr	07242	SR13	1	1.00	1	1.00	1	1.00
Cust Svc Supv	06598	SR10	0	0.00	1	1.00	1	1.00
Engineer 1	07294	SR12	6	6.00	8	8.00	11	11.00
Engineer 2	07295	SR13	1	1.00	4	4.00	2	2.00
Engineer 3	06606	SR14	0	0.00	0	0.00	1	1.00
Engineer In Training	07296	SR10	4	4.00	1	1.00	1	1.00
Engineering Assoc	07297	SR11	0	0.00	1	1.00	0	0.00
Engineering Tech 1	07298	SR06	0	0.00	1	1.00	0	0.00
Engineering Tech 2	07299	SR08	2	1.00	1	1.00	1	1.00
Engineering Tech 3	07300	SR10	11	11.00	10	10.00	9	9.00
Envir Compliance Officer 2	07742	SR10	3	3.00	6	6.00	6	6.00
Envir Compliance Officer 3	07743	SR12	1	1.00	1	1.00	1	1.00
Equip Operator 2	06827	TG07	7	7.00	7	7.00	7	7.00
Equip Operator 3	07303	TG08	2	2.00	6	6.00	4	4.00
Indust Maint Supv 2	07786	TS13	0	0.00	1	1.00	1	1.00
Maint and Repair Leader 1	07325	TL07	6	6.00	4	4.00	2	2.00
Maint and Repair Leader 2	07326	TL09	0	0.00	2	2.00	5	5.00
Maint and Repair Worker 1	02799	TG03	0	0.00	1	1.00	6	6.00
Maint and Repair Worker 2	07328	TG04	0	0.00	14	14.00	9	9.00
Masonry Worker	03020	TG09	0	0.00	4	4.00	5	5.00
Office Support Rep 2	10121	SR05	1	1.00	2	2.00	3	3.00
Office Support Rep 3	10122	SR06	0	0.00	2	2.00	2	2.00
Planner 1	06860	SR10	0	0.00	0	0.00	1	1.00
Technical Svcs Coord	07413	SR11	1	1.00	1	1.00	1	1.00
Utility Maint Supv	06904	TS09	0	0.00	1	1.00	0	0.00
Water Svcs Asst Dir	07420	SR15	0	0.00	1	1.00	1	1.00
Total Positions & FTE			46	45.00	81	81.00	81	81.00
W and S Operating 67331								
Admin Asst	07241	SR09	12	12.00	10	10.00	7	7.00
Admin Svcs Mgr	07242	SR13	2	2.00	2	2.00	3	3.00
Admin Svcs Officer 1	02660	SR06	1	1.00	1	1.00	1	1.00
Admin Svcs Officer 3	07244	SR10	5	5.00	5	5.00	3	3.00
Admin Svcs Officer 4	07245	SR12	11	11.00	11	11.00	12	12.00
Application Tech 3	10103	SR09	11	11.00	8	8.00	10	10.00
Biologist 2	06419	SR10	3	3.00	3	3.00	3	3.00
Biologist 3	07253	SR12	1	1.00	1	1.00	1	1.00
Bldg Maint Leader	07255	TG06	3	3.00	3	3.00	1	1.00
CAD/GIS Analyst 1	07729	SR09	5	5.00	2	2.00	2	2.00
CAD/GIS Analyst 2	07730	SR10	3	3.00	4	4.00	3	3.00
Carpenter 2	00970	TL10	1	1.00	1	1.00	1	1.00
Chemist 2	04470	SR10	6	6.00	6	6.00	6	6.00
Chemist 3	07262	SR12	2	2.00	2	2.00	3	3.00
Compliance Inspector 2	07732	SR09	0	0.00	0	0.00	2	2.00
Compliance Inspector 3	07733	SR10	0	0.00	1	0.50	2	1.50
Cust Svc Asst Mgr	06233	SR12	0	0.00	1	1.00	5	5.00

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			FY 2004		FY 2005		FY 2006	
<u>Class</u>	<u>Grade</u>		<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
W and S Operating 67331 (Continued)								
Cust Svc Field Rep 1	07736	SR05	22	22.00	12	12.00	13	13.00
Cust Svc Field Rep 2	07737	SR06	6	6.00	9	9.00	12	12.00
Cust Svc Field Rep 3	07738	SR07	22	22.00	26	26.00	21	21.00
Cust Svc Supv	06598	SR10	4	4.00	4	4.00	0	0.00
Custodian 2	02630	TG05	3	3.00	3	3.00	3	3.00
Engineer 1	07294	SR12	1	1.00	0	0.00	0	0.00
Engineer 2	07295	SR13	5	5.00	7	7.00	9	9.00
Engineer 3	06606	SR14	5	5.00	5	5.00	4	4.00
Engineering Tech 1	07298	SR06	0	0.00	0	0.00	1	1.00
Engineering Tech 2	07299	SR08	27	24.00	20	20.00	17	17.00
Engineering Tech 3	07300	SR10	36	36.00	37	37.00	34	34.00
Envir Compliance Officer 2	07742	SR10	5	4.50	5	4.50	5	4.50
Envir Compliance Officer 3	07743	SR12	2	2.00	2	2.00	2	2.00
Envir Laboratory Mgr	03750	SR13	1	1.00	1	1.00	1	1.00
Envir Tech	03580	SR06	1	1.00	1	1.00	1	1.00
Equip and Supply Clerk 2	03440	SR06	1	1.00	0	0.00	0	0.00
Equip and Supply Clerk 3	03027	SR07	5	5.00	4	4.00	4	4.00
Equip Mechanic	01880	TG11	1	1.00	1	1.00	1	1.00
Equip Operator 2	06827	TG07	11	11.00	10	10.00	12	12.00
Equip Operator 3	07303	TG08	10	10.00	11	11.00	11	11.00
Finance Mgr	06232	SR14	0	0.00	1	1.00	1	1.00
Finance Officer 3	10152	SR12	5	5.00	4	4.00	4	4.00
Fleet Mgr - Heavy Equip	07311	SR13	1	1.00	1	1.00	1	1.00
Human Resources Analyst 3	06874	SR12	1	1.00	0	0.00	0	0.00
Human Resources Asst 2	06931	SR07	2	2.00	2	2.00	1	1.00
Human Resources Mgr	06531	SR14	1	1.00	1	1.00	1	1.00
Indust Electrician 1	06224	TG12	8	8.00	8	8.00	7	7.00
Indust Electrician 2	06225	TL12	5	5.00	1	1.00	5	5.00
Indust Electronics Tech 1	06176	TG13	2	2.00	1	1.00	1	1.00
Indust Electronics Tech 2	06195	TL13	3	3.00	5	5.00	4	4.00
Indust Maint Supv 1	07317	TS12	15	15.00	8	8.00	8	8.00
Indust Maint Supv 2	07786	TS13	0	0.00	10	10.00	9	9.00
Indust Mechanic 1	06184	TG11	10	10.00	13	13.00	22	22.00
Indust Mechanic 2	06178	TL11	29	29.00	25	25.00	10	10.00
Indust Tech Master	07787	TL14	24	24.00	33	33.00	44	44.00
Info Systems Analyst 1	07779	SR10	2	2.00	2	2.00	0	0.00
Info Systems Analyst 2	07780	SR11	3	3.00	3	3.00	1	1.00
Info Systems Div Mgr	07318	SR14	1	1.00	1	1.00	1	1.00
Info Systems Mgr	07782	SR13	3	3.00	3	3.00	3	3.00
Info Systems Spec	07783	SR12	3	3.00	3	3.00	4	4.00
Info Systems Tech 1	07784	SR08	1	1.00	1	1.00	0	0.00
Info Systems Tech 2	07785	SR09	2	2.00	2	2.00	1	1.00
Maint and Repair Leader 1	07325	TL07	18	18.00	17	17.00	14	14.00
Maint and Repair Leader 2	07326	TL09	42	42.00	39	39.00	34	34.00
Maint and Repair Worker 1	02799	TG03	4	4.00	0	0.00	0	0.00
Maint and Repair Worker 2	07328	TG04	2	2.00	2	2.00	2	2.00

65 Water & Sewer Services Fund-Financial



			FY 2004		FY 2005		FY 2006	
<u>Class</u>	<u>Grade</u>		<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
W and S Operating 67331 (Continued)								
Maint and Repair Worker 3	07329 TG06		17	17.00	1	1.00	0	0.00
Masonry Worker	03020 TG09		1	1.00	1	1.00	1	1.00
Meter Repairer 1	05780 TG06		2	2.00	2	2.00	2	2.00
Meter Repairer 2	06422 TG09		1	1.00	1	1.00	0	0.00
Occupational Health Mgr	07338 SR13		1	1.00	1	1.00	1	1.00
Office Support Rep 1	10120 SR04		1	1.00	0	0.00	1	1.00
Office Support Rep 2	10121 SR05		9	9.00	13	13.00	10	10.00
Office Support Rep 3	10122 SR06		21	21.00	19	19.00	24	24.00
Office Support Spec 1	10123 SR07		11	11.00	11	11.00	10	10.00
Office Support Spec 2	10124 SR08		11	11.00	13	13.00	13	13.00
Paint and Body Repairer	06601 TG11		1	1.00	1	1.00	1	1.00
Painter 1	07341 TG08		2	2.00	2	2.00	2	2.00
Plumber	03610 TG11		3	3.00	3	3.00	4	4.00
Printing Equip Operator 2	05919 TL07		1	1.00	1	1.00	1	1.00
Program Spec 3	07380 SR10		1	1.00	1	1.00	1	1.00
Safety Coord	06133 SR12		1	1.00	1	1.00	1	1.00
Security Officer Coord	07798 SR09		0	0.00	0	0.00	2	2.00
Service Rep 2	10163 SR07		2	2.00	2	2.00	2	2.00
Skilled Craft Worker 1	07404 TG07		1	1.00	0	0.00	0	0.00
Skilled Craft Worker 2	07799 TG10		7	7.00	8	8.00	2	2.00
Special Asst To The Dir	05945 SR13		0	0.00	1	1.00	1	1.00
Special Projects Mgr	07762 SR15		3	3.00	3	3.00	3	3.00
Stores Mgr	06180 SR10		1	1.00	1	1.00	1	1.00
Stores Supv	06539 SR08		1	1.00	2	2.00	2	2.00
Svc Rep 1	06891 SR06		7	7.00	7	7.00	7	7.00
System Svcs Asst Mgr	07406 SR12		6	6.00	6	6.00	5	5.00
Technical Specialist 1	07756 SR11		0	0.00	1	1.00	3	3.00
Technical Specialist 2	07757 SR12		1	1.00	1	1.00	1	1.00
Technical Svcs Coord	07413 SR11		8	8.00	9	9.00	10	10.00
Training Coord	06210 SR13		1	1.00	1	1.00	1	1.00
Treatment Plant Asst Mgr	07415 SR12		11	11.00	4	4.00	2	2.00
Treatment Plant Mgr	07416 SR13		0	0.00	7	7.00	6	6.00
Treatment Plant Operator	06187 TL09		21	21.00	0	0.00	0	0.00
Treatment Plant Shift Operator	06188 TS09		8	8.00	14	14.00	14	14.00
Treatment Plant Shift Supv	07803 TS11		0	0.00	7	7.00	7	7.00
Treatment Plant Supt	06537 SR14		3	3.00	3	3.00	3	3.00
Treatment Plant Tech 1	06229 TG08		26	26.00	25	25.00	33	33.00
Treatment Plant Tech 2	06186 TG11		18	18.00	39	39.00	39	39.00
Treatment Plant Tech 3	07802 TL11		14	14.00	5	5.00	4	4.00
Utility System Helper	07418 TG05		11	11.00	10	10.00	6	6.00
Water Maint Leader 2	10168 TL09		0	0.00	0	0.00	5	5.00
Water Maint Tech 1	10164 TG03		0	0.00	15	15.00	22	22.00
Water Maint Tech 2	10165 TG04		0	0.00	1	1.00	1	1.00

65 Water & Sewer Services Fund-Financial



		FY 2004		FY 2005		FY 2006	
<u>Class</u>	<u>Grade</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
W and S Operating 67331 (Continued)							
Water Maint Tech 3	10166 TG06	0	0.00	15	15.00	15	15.00
Water Svcs Asst Dir	07420 SR15	4	4.00	4	4.00	4	4.00
Water Svcs Dir	01670 DP03	1	1.00	1	1.00	1	1.00
Welder	05830 TG09	1	1.00	1	1.00	1	1.00
Total Positions & FTE		661	657.50	669	668.00	669	668.00
Department Totals		707	702.50	750	749.00	750	749.00

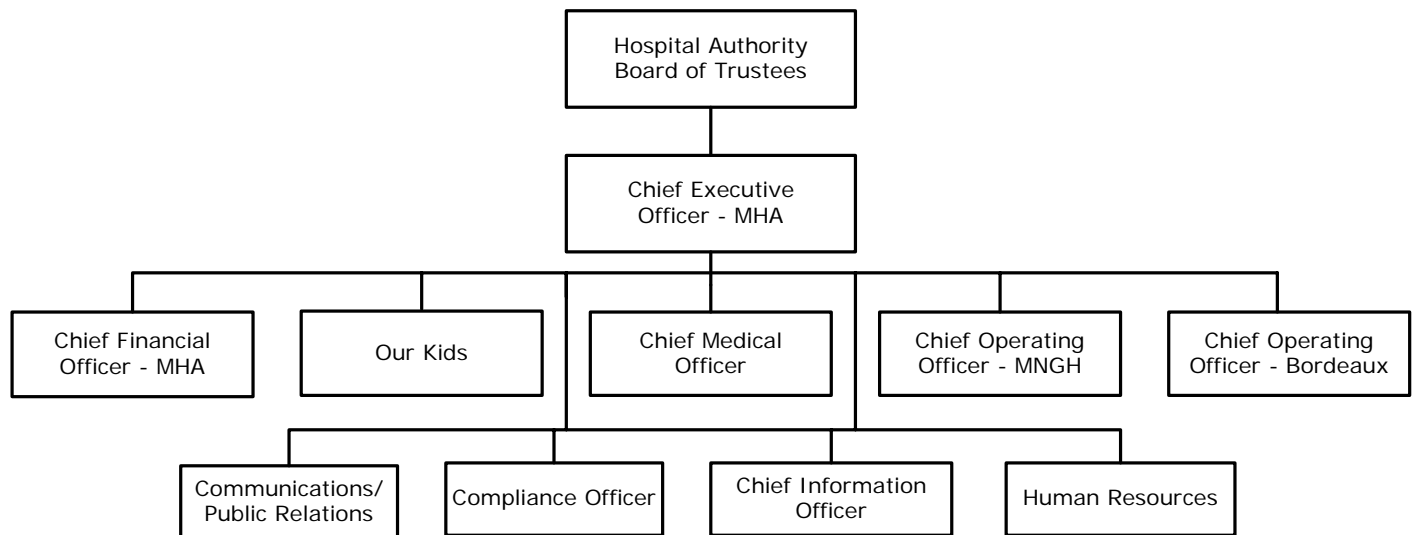
66/67/69 Hospital Authority-At a Glance

Mission	<p>Metropolitan Nashville General Hospital is a publicly supported, academically affiliated community-based hospital. We are committed to providing excellent healthcare regardless of age, race, creed, gender, sexual preference or ability to pay. With the alliance of Meharry Medical College and Vanderbilt University, the Medical Staff and our employees will provide an educational and research environment based on the provision of comprehensive, compassionate, acute care services to those in need. Our employees, physicians, and vendors will be given the same respect, concern and caring attitude that they are expected to share with our customers. In order to meet our vision, mission and values, we will work together to be financially viable while continuously improving our skills and resources through excellence in education and research. Our goal is the achievement of 100% access to healthcare and zero disparity.</p> <p>Bordeaux Long-Term Care, a division of the Hospital Authority in alliance with Nashville General Hospital, is a publicly supported facility committed to individualized resident care. As a regional leader in the provision of skilled nursing, rehabilitation services, intermediate care and palliative care, we are committed to involving our internal and external communities in providing comprehensive services and activities to our residents without regard to gender, ethnic or racial background, sexual preference or socioeconomic status. Working together with our Meharry Medical College partner, the community and Nashville General Hospital allows for an educational environment for residents and staff to promote creativity, innovation and clinical excellence. We also strive to improve the skills and ability of our management staff to achieve the highest optimum functioning for our residents. In order to make a positive difference for our residents, employees, physicians and community, exceeding expectations of all will be a way of life at Bordeaux Long-Term Care.</p> <p>Knowles Home is a 100 bed assisted living center and an adult day care center. The responsibilities for these services were transferred to the Hospital Authority in the 2005 fiscal year.</p> <p>Knowles Assisted Living and Adult Day Care, a division of the Hospital Authority, is a publicly funded 100 bed facility committed to providing a continuum of innovative care and support to aging adults of Davidson County. Knowles Home and Adult Day Care promotes quality living for aging adults challenged by economic, social, physical and cognitive issues by helping them live in the most independent environment possible. We assist in life's transitions to appropriate levels of care by linking people, information and resources.</p>			
Budget Summary	<div>Expenditures and Transfers:</div> <div>Labor</div> <div>Other</div> <div>Total Expenditures</div> <div>Revenues and Transfers:</div> <div>Patient Revenues</div> <div>Essential-Access Payments (State)</div> <div>Metro Gov't Supplement</div> <div>Total Revenues</div> <div>* Does not include Knowles Home</div>	<div>2003-04 *</div> <div>\$61,276,780</div> <div>37,857,784</div> <div>\$99,134,564</div> <div>\$61,296,954</div> <div>6,319,050</div> <div>32,746,400</div> <div>\$100,362,404</div>	<div>2004-05</div> <div>\$67,444,605</div> <div>46,721,428</div> <div>\$114,166,033</div> <div>\$67,088,412</div> <div>7,016,729</div> <div>30,308,400</div> <div>104,413,541</div>	<div>2005-06</div> <div>\$69,898,621</div> <div>51,899,994</div> <div>\$121,798,615</div> <div>\$61,269,770</div> <div>19,000,000</div> <div>44,322,600</div> <div>\$124,592,370</div>
Positions	<div>Total Budgeted FTE's - General</div> <div>Total Budgeted FTE's - Bordeaux</div> <div>Total Budgeted FTE's -Knowles</div>	<div>776</div> <div>539</div> <div>unknown</div>	<div>729</div> <div>529</div> <div>66</div>	<div>741</div> <div>547</div> <div>62</div>
Contacts	<div>Board Chairman: Dick Ragsdale</div> <div>Chief Executive Officer: Reginald Coopwood, M.D.</div> <div>Chief Financial Officer: Randy Pirtle</div> <div>1818 Albion Street 37208</div> <div>email: DadRags@aol.com</div> <div>email: Reginald.Coopwood@nashville.gov</div> <div>email: Randy.Pirtle@nashville.gov</div> <div>Phone: 341-4000</div> <div>FAX: 341-4493</div>			

This component unit's budget is presented here for information only, and is not subject to line-item modification by the Council.

66/67/69 Hospital Authority-At a Glance

Organizational Structure



66/67/69 Hospital Authority-At a Glance

Budget Highlights FY 2006 Overview

FY 2006 Subsidy: \$44,322,600*

*Aggregate subsidy for Metro General Hospital, Bordeaux Long Term Care Facility and Knowles Home

CHIEF FINANCIAL OFFICER – Metro Hospital Authority (MHA)

The Chief Financial Officer at MHA is responsible for accounting, patient accounting, admitting, outpatient registration, managed care, and materials management.

OUR KIDS

This program provides medical and psychological services for children who are suspected victims of sexual abuse. It is jointly supported by General Hospital, Vanderbilt Medical Center and the Junior League of Nashville.

CHIEF MEDICAL OFFICER

The Chief Medical Officer is responsible for managing house and medical staff and quality management.

CHIEF OPERATING OFFICER – Metropolitan Nashville General Hospital (MNGH)

The Chief Operating Officer at Metro General Hospital is responsible for nursing, ambulatory care, medical imaging, pharmacy, laboratory, facilities management, health information management, dietary/nutrition, surgery, respiratory, physical and occupational medicine.

CHIEF OPERATING OFFICER – BORDEAUX/Knowles

The Chief Operating Officer at Bordeaux and Knowles is responsible for nursing, general services, health information management, facilities, quality management advocacy, human resources and finance.



COMMUNICATIONS/PUBLIC RELATIONS

The Public Relations Division is responsible for public relations and chaplain services.

COMPLIANCE OFFICER

The Compliance Officer is responsible for compliance, HIPPA, risk management, and infection control.

CHIEF INFORMATION OFFICER

The CIO is responsible for the planning, direction and implementation of information system technology in the clinical and financial areas of the hospital.

HUMAN RESOURCES

The Human Resources Division is responsible for recruitment/retention and education.

66/67/69 Hospital Authority-Performance

Objectives	Performance Measures	FY 2004 Budget	FY 2004 Actual	FY 2005 Budget	FY 2006 Budget
Metropolitan Nashville General Hospital					
1. Achieve fiscal viability within budgeted operating margins in FY06 through achievement of growth in volume, net revenue management, and expense control strategies.	a. Admissions	5,961	6,436	6,618	6,361
	b. Equivalent average daily census	132.7	134.9	136.9	138.8
	c. Net revenue/equivalent patient days	\$823	\$759	\$855	\$769
	d. Expenses/equivalent patient days	\$1,443	\$1,481	\$1,515	\$1,594
	e. FTE's equivalent patient days	5.53	5.39	5.54	5.25
	f. Medicare admissions	1,043	805	927	891
	g. Commercial admissions	757	921	907	1,037
	h. Surgery cases	3,093	2,774	2,783	2,893
	i. Deliveries	1,185	1,241	1,341	1,439
	j. Emergency room visits	31,873	32,823	32,261	34,511
	k. Clinic visits	33,993	39,748	40,211	36,374
2. Develop a learning/growth environment to achieve vision, mission and strategic goals.	a. JCAHO Survey rating (3 Yr)	94%	94%	94%	94%
	b. Employee turnover rate	18%	24%	20%	18%
Bordeaux Long-Term Care & Knowles Home					
BLTC					
1. Improve financial performance through strategically modifying the mix of service, optimizing revenue and controlling expenses.	a. Licensed beds (capacity)	420	420	420	420
	b. Average daily census	390.0	373.1	375.0	375.0
	c. Net revenue per patient day	\$138	\$160	\$158	\$157
	d. Expenses per patient day	\$203	\$224	\$221	\$233
	e. Total man-hours per patient day	7.13	7.50	7.53	7.60
	f. Nursing man-hours per patient day – Direct Care	3.5	3.5	3.5	3.5
Knowles					
	a. Licensed Beds (capacity)	100	100	100	100
	b. Average Daily Census	unknown	unknown	95	98
2. Develop a learning organization to achieve the mission, vision, goals and objectives.	Employee turnover rate	30%	29%	28%	35%
3. Working collaboratively with resident council, families, ombudsmen, volunteers, state surveyors, medical staff, governmental and political leaders to enhance quality of life for residents and improve resident and family satisfaction.	a. Resident satisfaction	84%	87%	85%	90%
	b. Family satisfaction	84%	80%	85%	88%

66/67/69 Hospital Authority-Financial

	FY 2003 Actual	FY 2004 Actual	FY 2005 Project Actual	FY 2006 Budget
Revenues:				
Patient Revenues	\$56,837,856	\$60,707,298	\$63,918,591	\$58,975,751
Essential Access Payments (State)	6,319,041	7,016,717	5,072,945	19,000,000
Metro Government Supplement	32,746,400	32,746,400	30,308,403	44,322,600
Other Revenue	2,741,499	5,657,067	3,070,199	2,294,019
Kindred Lease	0	0	0	0
Total Revenues	<u>\$98,644,796</u>	<u>\$106,127,482</u>	<u>\$102,370,138</u>	<u>\$124,592,370</u>
Expenditures:				
Labor	\$61,237,884	\$67,291,052	\$66,197,832	\$69,898,621
Other	37,045,148	39,971,516	44,782,393	46,320,758
Interest	412,524	159,398	1,459,761	481,401
Total Expenses	<u>\$98,695,556</u>	<u>\$107,421,966</u>	<u>\$112,439,986</u>	<u>\$116,700,780</u>
Surplus (Deficit) Before Capital Items	<u>(\$50,760)</u>	<u>(\$1,294,484)</u>	<u>(\$10,069,848)</u>	<u>\$7,891,590</u>
Other Metro Indirect Expense	\$0	\$4,806,245	\$4,799,671	\$5,097,835
Capital Expenditures	<u>\$1,541,147</u>	<u>\$4,764,287</u>	<u>4,402,576</u>	<u>0</u>
Surplus (Deficit) After Capital Items	<u>(\$1,591,907)</u>	<u>(\$10,865,016)</u>	<u>(\$19,272,095)</u>	<u>\$2,793,755</u>
Selected Ratios				
Patient Revenue % of Total Expenditures	57.6%	56.6%	56.8%	50.5%
Metro Supplement % of Total Expenditures	33.1%	30.5%	27.0%	38.0%
Capital Expenditures % of Total Expenditures (4% Metro Wide)	1.6%	4.4%	3.9%	N/A

66/67/69 Hospital Authority-Financial

66/67/69 Hospital Authority Financial

General Hospital	Class	Grade		FY2003		FY2004		FY2005		FY2006	
				Bud. Pos.	Bud. FTE.	Bud. Pos.	Bud. FTE.	Bud. Pos.	Bud. FTE.	Bud. Pos.	Bud. FTE.
Medical Social Worker	7543	HS	15	1	1.0	1	1.0	0	0.0	0	0.0
Medical Social Worker - Pool	7543	HS	15	1	1.0	1	1.0	0	0.0	0	0.0
Medical Technologist	7546	HS	16	4	4.0	4	4.0	3	1.5	0	0.0
Medical Technologist - Pool	7546	HS	16	4	4.0	4	4.0	0	0.0	2	0.0
Nurse Practitioner	7553	HS	22	1	1.0	1	1.0	0	0.0	0	0.0
Nurse Practitioner - Pool	7553	HS	22	1	1.0	1	1.0	0	0.0	0	0.0
Pharmacist	7582	HS	24	2	2.0	2	2.0	2	1.8	2	2.0
Pharmacy Tech I - Pool	7584	HS	7	2	2.0	2	2.0	0	0.0	0	0.0
Pharmacy Tech	7584	HS	7			0	0.0	1	0.8	0	0.0
Phlebotomist Tech-Pool	7585	HS	5	3	3.0	3	3.0	0	0.0	0	0.0
Radiologic Technologist	7605	HS	15	1	1.0	1	1.0	1	0.5	0	0.0
Radiologic Technologist - Pool	7605	HS	15	1	1.0	1	1.0	0	0.0	0	0.0
Medical Director	8003	HS	41	1	1.0	1	1.0	1	1.0	1	1.0
Dir, Comp & Regs	8004	HS	23	1	1.0	1	1.0	1	1.0	1	1.0
Hosp Auth Dir Mat M	8005	HO	26	0	0.0	0	0.0	0	0.0	1	1.0
Executive Assistant	8008	HS	16	3	3.0	3	3.0	2	2.0	2	2.0
Compliance Officer	8010	HS	28	1	1.0	1	1.0	1	1.0	1	1.0
Coordinator, House Staff	8011	HS	18	1	1.0	1	1.0	1	1.0	1	1.0
Executive Assistant To The CEO	8013	HS	17	1	1.0	1	1.0	1	1.0	1	1.0
Dir, Communications/PR	8014	HS	24	1	1.0	1	1.0	1	1.0	1	1.0
Director Of Community Outreach	8015	HS	22	1	1.0	1	1.0	1	1.0	1	1.0
Community Development Assist	8016	HS	13	1	1.0	1	1.0	1	1.0	1	1.0
Community Outreach Rep	8017	HS	8			0	0.0	1	0.5	1	0.5
Business Development Coord	8018	HS	21			0	0.0	1	1.0	1	1.0
Dir, Finance	8020	HS	25	1	1.0	1	1.0	1	1.0	1	1.0
Accountant	8021	HS	15	2	2.0	2	2.0	2	2.0	1	1.0
Coord, Payroll	8022	HS	12	1	1.0	1	1.0	1	1.0	1	1.1
Acct Receivable/Payable Clerk	8023	HS	7	3	3.0	3	3.0	2	2.2	1	1.1
Director of Decision Support	8024	HO	27			0	0.0	1	1.0	1	1.0
Budget & Reimbursement Mg	8025	HO	25			0	0.0	1	1.0	1	1.0
Accounts Payable Spe	8026	HS	10	0	0.0	0	0.0	0	0.0	1	1.0
Accounts Payable Sup	8027	HS	15	0	0.0	0	0.0	0	0.0	1	1.0
Human Resources Associate	8032	HS	11	2	2.0	2	2.0	2	2.0	2	2.0
Health Services Recruiter	8034	HS	18	1	1.0	1	1.0	1	1.0	1	1.0
Dir, Human Resources	8035	HS	26	1	1.0	1	1.0	1	1.0	1	1.0
Dir of Inpatient Svs/Qty ED	8100	HS	27			0	0.0	1	1.0	1	1.0
Mgr, Primary & Specialty Clinics	8101	HS	23	2	2.0	2	2.0	1	1.0	0	0.0
Dir, Nursing	8102	HS	25	3	3.0	3	3.0	2	2.0	2	2.0
Dir, Access	8103	HS	22	1	1.0	1	1.0	0	0.0	1	1.0
Mgr, Education	8104	HS	23	1	1.0	1	1.0	1	1.0	1	1.0
Dir of Outpatient Ser	8106	HS	25			0	0.0	1	1.0	1	1.0
Clinic Coordinator	8109	HS	21	1	1.0	1	1.0	0	0.0	0	0.0
Supv, Nursing Administrative	8110	HS	23	5	5.0	5	5.0	4	4.0	4	4.0
Nurse Managers	8111	HS	21	6	6.0	6	6.0	4	4.0	7	7.0
Patient Access Manager	8112	HS	17	1	1.0	1	1.0	1	1.0	1	1.0
Clinical Instructor	8113	HS	20	1	1.0	1	1.0	1	0.5	2	2.0
Clinical Quality Spe	8115	HS	22	0	0.0	0	0.0	0	0.0	1	1.0
Graduate Student	8119	HS	14	0	0.0	0	0.0	0	0.0	1	1.0
Registered Nurse	8120	HS	18	54	54.0	54	54.0	55	55.0	70	69.8
Registered Nurse - CC	8121	HS	19	81	81.0	81	81.0	90	91.2	96	95.8
RN/Graduate Nurse	8122	HS	18	0	0.0	0	0.0	0	0.0	3	3.0
Nurse Practitioner	8125	HS	24	6	6.0	6	4.0	2	2.0	3	3.0
Clinical Nurse Specialist	8126	HS	24	4	4.0	4	4.0	4	4.0	3	3.0
Infection Control Practitioner	8127	HS	19	1	1.0	1	1.0	1	1.0	1	1.0

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General Hospital	Class	Grade	FY2003		FY2004		FY2005		FY2006		
			Bud. Pos.	Bud. FTE.	Bud. Pos.	Bud. FTE.	Bud. Pos.	Bud. FTE.	Bud. Pos.	Bud. FTE.	
Midwife-CNM	8128	HS	27	3	3.0	3	0.0	0	0.0	0	0.0
Case Manager	8129	HS	20	3	3.0	3	3.0	3	3.0	3	3.0
Pre-Admission Testing Nurse	8130	HS	18	2	2.0	2	2.0	0	0.0	0	0.0
RN - Team Leader	8131	HS	20	2	2.0	2	2.0	0	0.0	0	0.0
RN - CC Team Leader	8133	HS	20			0	0.0	3	3.0	4	4.0
Admission Nurse	8134	HS	18	0	0.0	0	0.0	1	1.0	0	0.0
Licensed Practical Nurse	8140	HS	11	36	36.0	36	36.0	32	32.0	28	27.8
Licensed Practical Nurse - CC	8141	HS	12	15	15.0	15	15.0	13	13.0	4	4.0
Dir, Nutrition Services	8146	HS	21	1	1.0	1	1.0	1	1.0	1	1.0
Nutritionist	8147	HS	16	2	2.0	2	2.0	2	2.0	1	1.0
Dir, Physical Therapy	8150	HS	25	1	1.0	1	1.0	1	1.0	1	1.0
Physical Therapist	8151	HS	22	2	2.0	2	2.0	2	2.0	2	2.0
Physical Therapy Tech	8152	HS	4	1	1.0	1	1.0	1	1.0	1	1.4
Physical Therapist Assistant	8153	HS	17			0	0.0	1	1.0	0	0.0
Dir, Respiratory Care Services	8160	HS	23	1	1.0	1	1.0	1	1.0	1	1.0
Asst Dir, Respiratory Cares Serv	8161	HS	18	1	1.0	1	1.0	1	1.0	0	0.0
Respiratory Therapist-Certified	8162	HS	14	8	8.0	8	8.0	10	9.6	13	9.6
Dir, Medical Social Services	8165	HS	22	1	1.0	1	1.0	1	1.0	1	1.0
Medical Social Worker	8166	HS	15	6	6.0	6	6.0	7	5.8	7	5.0
Intake Coordinator	8167	HS	15			0	0.0	1	1.0	1	1.0
Chaplain	8168	HS	11	0	0.0	0	0.0	0	0.0	1	0.5
Physician Assistant	8170	HS	24	1	1.0	1	1.0	0	0.0	0	0.0
Coord, Infectious Disease	8201	HS	16	1	1.0	1	1.0	1	1.0	0	0.0
Coord, Interpreter Services	8203	HS	11	1	1.0	1	1.0	1	1.0	1	1.0
Nursing Assistant I	8210	HS	4	4	4.0	4	4.0	2	2.0	1	1.0
Nursing Assistant II	8211	HS	6	8	8.0	8	8.0	13	13.0	11	11.0
L & D Tech	8212	HS	9	6	6.0	6	6.0	6	6.2	6	6.0
Monitor Tech	8213	HS	5	5	5.0	5	5.0	5	5.0	5	5.0
Anesthesia Support Clerk	8215	HS	6	1	1.0	1	1.0	1	0.7	2	1.5
Ophthalmologic Tech	8217	HS	8	1	1.0	1	1.0	1	1.0	1	1.0
Medical Assistant	8218	HS	6			0	0.0	1	1.0	4	4.0
Coord, Operating Room Support	8230	HS	12	1	1.0	1	1.0	2	2.0	1	1.0
Scrub Nurse/Tech I - Pool	8231	HS	13	1	1.0	1	1.0	0	0.0	0	0.0
Scrub Nurse/Tech II	8231	HS	14	4	4.0	4	4.0	1	1.0	4	3.0
Orthopedic Tech I	8232	HS	13	1	1.0	1	1.0	2	2.0	0	0.0
Orthopedic Tech II	8233	HS	14	1	1.0	1	1.0	0	0.0	2	1.0
Operating Room Support Assist	8234	HS	6	2	2.0	2	2.0	2	2.0	2	2.0
Scrub Nurse/Tech II	8235	HS	14	4	4.0	4	4.0	4	4.0	4	3.0
Periop Coordinator	8237	HS	8	0	0.0	0	0.0	0	0.0	2	2.0
Dir, Medical Imaging	8300	HS	25	1	1.0	0	0.0	0	0.0	0	0.0
Asst Dir, Medical Imaging	8301	HS	21	2	2.0	2	2.0	1	1.0	0	0.0
Radiologic Technical Advisor	8302	HS	18	2	2.0	2	2.0	2	2.0	2	2.0
Radiologic Multimodality Tech	8303	HS	18	1	1.0	1	1.0	1	0.5	2	0.3
Radiologic Specials Technologist	8304	HS	16	4	4.0	4	4.0	4	4.0	6	5.0
Radiologic Technologist	8305	HS	15	8	8.0	8	8.0	14	14.0	17	12.0
MRI Tech	8306	HS	17	1	1.0	1	1.0	2	2.0	3	1.8
Nuclear Medicine Technologist	8307	HS	17	1	1.0	1	1.0	2	2.0	2	2.0
Ultrasonographer	8308	HS	18	3	3.0	3	3.0	3	3.0	6	2.7
Medical Imaging Clerk	8309	HS	N/A	3	3.0	3	3.0	1	0.5	1	1.0
Darkroom Tech	8310	HS	4	1	1.0	1	1.0	1	1.0	1	1.0
Director Diagnostic Services	8311	HS	28	1	1.0	1	1.0	1	1.0	1	1.0
Clinical Coord-School Radio Tec	8312	HS	17			0	0.0	1	1.0	1	1.0
Dir-Health Science E	8313	HO	24	0	0.0	0	0.0	0	0.0	1	1.0
Radiologic Technology	8314	HS	6	0	0.0	0	0.0	0	0.0	3	0.0
Transporter	8315	HS	4	0	0.0	0	0.0	0	0.0	3	1.9

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General Hospital	Class	Grade	FY2003		FY2004		FY2005		FY2006	
			<u>Bud.</u> <u>Pos.</u>	<u>Bud.</u> <u>FTE.</u>	<u>Bud.</u> <u>Pos.</u>	<u>Bud.</u> <u>FTE.</u>	<u>Bud.</u> <u>Pos.</u>	<u>Bud.</u> <u>FTE.</u>	<u>Bud.</u> <u>Pos.</u>	<u>Bud.</u> <u>FTE.</u>
RIS/PACS Coordinator	8317	HS	19		0	0.0	1	1.0	1	1.0
Echocardiogram Tech	8321	HS	17	1 1.0	1	1.0	1	1.0	1	0.1
EEG Tech	8322	HS	8	1 1.0	1	1.0	1	1.0	2	2.0
Electrocardiogram Tech	8323	HS	8	3 3.0	3	3.0	3	2.5	2	2.0
Cardiac Sonographer/Vascular T	8324	HS	18		0	0.0	1	0.7	1	1.0
Dir, Clinical Laboratory	8325	HS	24	1 1.0	0	0.0	0	0.0	0	0.0
Asst Dir, Clinical Laboratory	8326	HS	20	2 2.0	2	1.0	1	1.0	0	0.0
Supv, Laboratory Section - Pool	8327	HS	18	1 1.0	1	1.0	0	0.0	0	0.0
Supv, Laboratory Section	8327	HS	18	6 6.0	6	6.0	6	6.0	6	6.0
Medical Technologist	8328	HS	16	10 10.0	10	10.0	10	10.0	16	10.5
Medical Laboratory Tech	8329	HS	9	6 6.0	6	6.0	7	7.0	7	5.0
Histology Tech	8330	HS	10	2 2.0	2	2.0	2	2.0	2	2.0
Phlebotomist Tech	8331	HS	5	9 9.0	9	9.0	10	10.0	12	11.0
Dir Phar Svs Acute & Long Term	8340	HS	30	1 1.0	1	1.0	1	1.0	1	1.0
Pharmacist	8341	HS	24	4 4.0	4	4.0	5	5.0	5	4.5
Pharmacy Technician I	8342	HS	7	6 6.0	6	6.0	7	7.0	4	3.7
Pharmacy Technician II	8343	HS	9	0 0.0	0	0.0	0	0.0	4	4.0
Pharmaceutical Control Assist	8344	HS	9	1 1.0	1	1.0	1	1.0	1	1.0
Clinical Pharmacist	8345	HS	26		0	0.0	1	1.0	1	1.0
Dir, Patient Financial Svs	8400	HS	27	1 1.0	1	1.0	1	1.0	1	1.0
Mgr, Patient Accounts	8401	HS	17	1 1.0	1	1.0	1	1.0	1	1.0
Patient Accounts Specialist	8402	HS	9	2 2.0	2	2.0	1	1.0	1	1.0
Patient Accounts Representative	8403	HS	7	10 10.0	10	10.0	9	9.0	10	10.0
Central Scheduler	8404	HS	8	3 3.0	3	3.0	5	5.0	4	4.0
Admit Clerk/Interpreter - Pool	8405	HS	7	1 1.0	1	1.0	0	0.0	0	0.0
Admitting Clerk	8405	HS	7	18 18.0	18	18.0	17	15.5	18	15.9
Quality Assurance Rep	8406	HS	8		0	0.0	1	1.0	1	1.0
Financial Counselor	8407	HS	8	1 1.0	1	1.0	2	2.0	3	3.0
Senior Patient Fin Counselor	8408	HS	10	2 2.0	2	2.0	2	2.0	2	2.0
PFS System/EDI Coordinator	8409	HS	13		0	0.0	1	1.0	1	1.0
Dir, Information Systems	8410	HS	27	1 1.0	0	0.0	0	0.0	0	0.0
Decision Support Specialist	8411	HS	21	1 1.0	1	1.0	0	0.0	1	1.0
Mgr, Network	8412	HS	21	1 1.0	1	1.0	1	1.0	0	0.0
Mgr, IS Applications	8413	HS	19	1 1.0	1	1.0	1	1.0	0	0.0
UNIX System Administrator	8414	HS	21	1 1.0	1	1.0	1	1.0	0	0.0
IS Applications Support Tech	8415	HS	13	4 4.0	4	4.0	5	5.0	0	0.0
Computer Operator	8418	HS	11	2 2.0	2	2.0	2	2.0	0	0.0
Mgr, Telecommunications	8419	HS	16	1 1.0	1	1.0	1	1.0	1	1.0
Telecommunication Tech	8421	HS	12	1 1.0	1	1.0	1	1.0	1	1.0
Chief Info Officer/Hosp Auth	8422	HS	30	0 0.0	1	1.0	1	1.0	0	0.0
Project & Training Manager	8424	HS	21		0	0.0	1	1.0	0	0.0
Dir, Health Information Services	8425	HS	22	1 1.0	1	1.0	1	1.0	1	1.0
Asst Dir Health Information S	8426	HO	16		0	0.0	1	1.0	1	1.0
Coding/Abstracting Specialist	8427	HS	14	5 5.0	5	5.0	5	5.0	5	5.0
Health Information Specialist	8428	HS	7	4 4.0	4	4.0	4	4.0	12	12.0
Health Information Tech	8429	HS	5	10 10.0	10	10.0	10	10.0	5	5.0
Health Information Clerk	8430	HS	4	2 2.0	2	2.0	1	1.0	2	1.9
Data Manager	8433	HS	13	1 1.0	1	1.0	1	1.0	1	1.1
Coord, Medical Staff Services	8434	HS	17	1 1.0	1	1.0	1	1.0	1	1.0
Tumor Registrar Dir Quality	8435	HS	13	1 1.0	1	1.0	1	1.0	1	1.0
Coding/Abstracting Mgt	8436	HO	15		0	0.0	1	1.0	1	1.0
Document Imaging Co	8437	HS	13	0 0.0	0	0.0	0	0.0	1	1.0
Dir. Qual. Improv/Util	8440	HO	27	0 0.0	0	0.0	0	0.0	1	1.0
Quality Management Analyst	8441	HS	21	1 1.0	1	1.0	1	1.0	0	0.0

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General Hospital	Class	Grade		FY2003		FY2004		FY2005		FY2006	
				<u>Bud.</u> <u>Pos.</u>	<u>Bud.</u> <u>FTE.</u>	<u>Bud.</u> <u>Pos.</u>	<u>Bud.</u> <u>FTE.</u>	<u>Bud.</u> <u>Pos.</u>	<u>Bud.</u> <u>FTE.</u>	<u>Bud.</u> <u>Pos.</u>	<u>Bud.</u> <u>FTE.</u>
Coord, Utilization Management	8442	HS	12	2	2.0	2	2.0	2	2.0	3	3.0
Secretary - Executive	8500	HS	11	8	8.0	8	8.0	8	8.0	10	10.5
Secretary - Medical	8501	HS	9	17	17.0	17	17.0	18	17.5	16	13.1
Secretary - Department	8502	HS	7	11	11.0	11	11.0	9	9.0	7	6.8
Secretary - Unit	8503	HS	6	37	37.0	37	37.0	38	38.1	39	38.8
Nursing Support Clerk	8504	HS	6	2	2.0	2	2.0	2	2.0	1	1.0
Medical Transcriptionist	8505	HS	9	6	6.0	6	6.0	4	4.6	1	1.0
Information Desk Operator	8506	HS	3	8	8.0	8	8.0	8	8.1	9	8.4
Nursing Support Clerk	8508	HS	7	0	0.0	0	0.0	0	0.0	1	1.0
Supv, Dietary Line	8600	HS	9	3	3.0	3	3.0	2	2.0	2	2.0
Dietary Specialist	8601	HS	6	5	5.0	5	5.0	4	4.0	4	4.0
Dietary Tech - Pool	8602	HS	3	1	1.0	1	1.0	0	0.0	0	0.0
Dietary Tech	8602	HS	3	21	21.0	21	21.0	18	18.4	18	18.0
Supv, Food Service	8603	HS	10	1	1.0	1	1.0	1	1.0	1	1.0
Food Services Manager	8604	HS	18			0	0.0	1	1.0	1	1.0
Cashier	8605	HS	16			0	0.0	4	4.1	4	4.1
Mgr, Environmental Services	8610	HS	18	1	1.0	1	1.0	1	1.0	1	1.0
Asst Mgr, Environmental Serv	8611	HS	15	1	1.0	1	1.0	1	1.0	1	1.0
Supv, Environmental Services	8612	HS	8	2	2.0	2	2.0	2	2.0	2	2.0
Environmental Serv Floor Tech	8613	HS	4	5	5.0	5	5.0	5	5.1	6	6.0
Environmental Services Tech	8614	HS	3	34	34.0	34	34.0	33	33.4	33	32.5
Lead Floor Tech	8616	HS	6			0	0.0	1	1.0	1	1.0
Dir, HA Facility Management	8620	HS	28	1	1.0	1	1.0	1	1.0	1	1.0
Mgr, Facility Management	8621	HS	22	1	1.0	1	1.0	1	1.0	1	1.0
Supv, Maintenance	8622	HS	18	1	1.0	1	1.0	0	0.0	0	0.0
Carpenter	8623	HS	10	1	1.0	1	1.0	1	1.0	0	0.0
Painter	8624	HS	9	1	1.0	1	1.0	1	1.0	1	1.0
Plumber	8625	HS	10	1	1.0	1	1.0	1	1.0	1	1.0
Building Operations Mechanic	8626	HS	9	9	9.0	9	9.0	11	10.7	12	12.5
Lead Bldg Operations Mechanic	8627	HS	11			0	0.0	1	1.0	1	1.0
Security Manager	8630	HS	14	1	1.0	1	1.0	1	1.0	1	1.0
Security Officer	8631	HS	7	11	11.0	11	11.0	11	11.4	12	12.0
Manager of Central Services	8640	HS	17			0	0.0	1	1.0	1	1.0
Buyer	8641	HS	9	0	0.0	0	0.0	0	0.0	1	1.0
Central Serv Distribution Tech	8642	HS	5	6	6.0	6	6.0	4	3.4	4	4.0
Central Svs Inventory Clerk	8643	HS	5	1	1.0	1	1.0	1	1.0	1	1.0
Central Service Instrument											
Tech	8644	HS	5	3	3.0	3	3.0	4	4.0	4	4.0
Storeroom Clerk	8651	HS	4	2	2.0	2	2.0	2	2.0	2	2.0
Storeroom Clerk - Senior	8652	HS	5	1	1.0	1	1.0	1	1.0	1	1.0
Courier-Hospital	8653	HS	3	1	1.0	1	1.0	0	0.0	0	0.0
Coord, Copy Center/Mail Room	8654	HS	9	1	1.0	1	1.0	1	1.0	1	1.0
Purchasing Coordinator - Pool	8655	HS	11	1	1.0	1	1.0	0	0.0	0	0.0
Materials Mgt Info S	8655	HS	11			0	0.0	1	1.0	1	1.0
Purchasing Contract	8656	HS	15	1	1.0	1	1.0	0	0.0	2	1.9
Manager Of											
Purchasing/Materials	8657	HS	22	1	1.0	1	1.0	0	0.0	0	0.0
Courier/Storeroom Clerk	8658	HS	6			0	0.0	1	1.0	1	1.0
X-Ray Student	9028			16	0.0	16	0.0	0	0.0	0	0.0
Registered Nurse-Pool	9510			19	19.0	19	12.0	20	9.8	21	7.5
Registered Nurse-CC-Pool	9520			23	23.0	23	15.0	24	9.6	29	1.0
Licensed Practical Nurse-Pool	9530			2	2.0	2	2.0	3	1.5	3	3.0
Student Trainee	5085			10	0.0	10	0.0	18	8.7	13	11.5
Breast Center								1	1.0	0	0.0
Customer Svc Transporter								1	0.5	0	0.0
Decision Support Analyst								1	1.0	0	0.0

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General Hospital	Class	Grade	FY2003		FY2004		FY2005		FY2006	
			<u>Bud.</u> <u>Pos.</u>	<u>Bud.</u> <u>FTE.</u>	<u>Bud.</u> <u>Pos.</u>	<u>Bud.</u> <u>FTE.</u>	<u>Bud.</u> <u>Pos.</u>	<u>Bud.</u> <u>FTE.</u>	<u>Bud.</u> <u>Pos.</u>	<u>Bud.</u> <u>FTE.</u>
Dir Inp Svcs/Quality/Ed-Pool							1	0.5	0	0.0
Director of Material Mgt							1	1.0	0	0.0
Dir-Plysmnography E							0	0.0	1	1.0
Emergency Room Clerk							0	0.0	2	2.0
IT Trainer							1	1.0	0	0.0
Junior Buyer							1	1.0	0	0.0
LIS Coordinator							1	1.0	0	0.0
Manager of Central Scheduling							1	1.0	0	0.0
Mat Mgt Infor System Coordinator							1	1.0	0	0.0
Nurse Educator							4	4.0	0	0.0
Operation Manager							1	0.5	0	0.0
Outpat Financial Counselor							0	0.0	1	1.0
Preregistration Clerk							0	0.0	1	1.0
Purchasing Coordinator							1	1.0	0	0.0
Senior Accountant							0	0.0	1	1.0
UNIX/LINUX Apps Support							3	1.9	0	0.0
			777	751.0	776	729.0	785	740.8	816	729.0

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66 Bordeaux Long-Term Care - Fund 62270	Class	Grade	FY 2004		FY 2005		FY 2006	
			Bud. Pos	Bud. FTE	Bud. Pos	Bud. FTE	Bud. Pos	Bud. FTE
CARPENTER I	960	HS 10	1	1.00	1	1.01	1	1.01
CHAPLAIN	7013	HS 8	1	0.50	1	0.50	1	0.50
ASST. ADMINISTRATOR	7441	HO 25	1	1.00	1	1.00	1	1.00
BEAUTICIAN	7443	HS 5	3	3.00	3	3.00	3	2.04
BEAUTY SALON SUPERVISOR	7444	HS 7	1	1.00	1	1.00	1	1.00
BLDG/MAINT LEAD MECHANIC	7448	HS 11	2	2.00	2	2.06	2	2.06
CLINICAL SUPERVISOR - NURSING	7464	HS 22	5	4.50	5	4.50	5	4.50
CODING/ABSTRACT SPECIALIST	7465	HS 14	1	1.00	2	2.00	2	2.00
COMPTROLLER	7467	HO 24	1	1.00	1	1.00	1	1.00
DIETARY CLERK	7474	HS 3	1	1.00	0	0.00	0	0.00
DIETARY LINE SUPERVISOR	7475	HS 8	4	4.00	3	3.00	3	3.00
DIETARY SPECIALIST	7476	HS 6	9	9.00	7	7.00	7	7.00
DIETARY TECHNICIAN	7478	HS 3	31	28.50	31	28.50	31	28.50
DIETITIAN - HOSPITAL	7479	HS 16	2	2.00	2	2.00	2	2.00
ENVIRONMENTAL SERVICES SUPERVISOR	7487	HS 8	3	3.00	3	3.00	3	3.00
ENVIRONMENTAL SERVICES DIRECTOR	7488	HO 18	1	1.00	1	1.00	1	1.00
ENVIRONMENTAL SERVICES TECHNICIAN	7489	HS 3	37	35.00	35	33.40	36	34.40
FACILITIES MANAGEMENT DIRECTOR	7493	HO 24	1	1.00	1	1.00	1	1.00
FOOD SERVICE SUPERVISOR	7495	HS 9	1	1.00	2	2.00	1	1.00
HEALTH INFO CLERK	7496	HS 3	1	0.50	1	0.50	1	0.50
HEALTH INFORMATION SRV ASST DIRECTOR	7497	HO 16	1	1.00	1	1.00	1	1.00
HEALTH INFORMATION SRV DIRECTOR	7498	HO 24	1	1.00	0	0.00	0	0.00
HOSPITAL AMBULANCE DRIVER	7502	HS 10	2	2.09	2	2.04	0	0.00
HOSPITAL COURIER	7505	HS 3	1	1.00	1	1.00	1	1.00
HOPS DATA SYSTEMS DIRECTOR	7506	HO 22	1	1.00	1	1.00	1	1.00
HOSPITAL EXECUTIVE SECRETARY	7507	HS 9	4	4.10	4	4.03	3	3.03
HOSPITAL GROUNDS SUPERVISOR	7508	HS 10	1	1.00	1	1.00	1	1.00
HOSP HUMAN RESOURCE ASSOCIATE	10449	HS 11	1	1.00	1	1.00	1	1.00
HOSPITAL SECRETARY	7510	HS 7	3	3.00	3	3.00	2	2.00
HUMAN RESOURCE ASST. DIRECTOR	7512	HO 22	1	1.00	1	1.00	1	1.00
INFO DESK OPERATOR	7517	HS 3	6	6.00	6	6.09	6	6.09
CLINICAL INSTRUCTOR	7520	HS 18	1	1.00	1	1.00	1	1.00
LABORATORY SERVICE MANAGER	10405	HO 19	1	1.00	1	1.00	1	0.26
LAUNDRY TECHNICIAN	7526	HS 3	6	6.00	6	6.00	6	6.00
LICENSED PRACTICAL NURSE	7527	HS 12	91	80.90	90	77.50	90	77.50
MEDICAL DATA ANALYST	7532	HS 8	2	2.00	4	4.00	4	3.50
HEALTH INFORMATION SPECIALIST	7539	HS 6	3	3.00	3	3.00	3	3.00
HEALTH INFORMATION TECH	7540	HS 3	0	0.00	0	0.00	1	0.08
MEDICAL SECRETARY	7541	HS 9	1	1.00	0	0.00	0	0.00
MEDICAL SOCIAL SERVICE DIRECTOR	7542	HO 21	1	1.00	1	1.00	1	1.00
MEDICAL SOCIAL WORKER	7543	HS 15	4	4.00	4	4.00	4	4.00
MEDICAL TECHNOLOGIST	7546	HS 16	1	1.00	1	1.00	1	1.00
MEDICAL TRANSCRIPTIONIST	7547	HS 9	2	2.00	0	0.00	0	0.00
NURSING ASSISTANT - CERTIFIED	7554	HS 5	163	152.86	160	146.26	160	145.26
NURSING SERVICE ASST. DIRECTOR	7556	HO 24	2	2.00	2	2.00	2	2.00
NURSING SERVICE DIRECTOR	7557	HO 30	1	1.00	1	1.00	1	1.00
NURSING SUPPORT CLERK	7558	HS 6	1	1.00	0	0.00	0	0.00

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66 Bordeaux Long-Term Care - Fund 62270	Class	Grade	FY 2004		FY 2005		FY 2006	
			Bud. Pos	Bud. FTE	Bud. Pos	Bud. FTE	Bud. Pos	Bud. FTE
NURSING SUPPORT SPECIALIST	7559	HS 7	2	2.00	3	2.22	3	2.22
NUTRITIONAL SERVICES DIRECTOR	7560	HO 21	1	1.00	1	1.00	1	1.00
PATIENT ACTIVITY COORDINATOR	7571	HS 9	4	4.00	3	3.00	2	2.00
PATIENT ACCOUNT MANAGER	7576	HO 22	1	1.00	1	1.00	1	1.00
PATIENT CLOTHING COORDINATOR	7577	HS 3	1	1.00	1	1.00	1	1.00
PAYROLL COORDINATOR	7578	HS 12	1	1.20	1	1.10	1	1.10
PAYROLL SPECIALIST	10448	HS 8	1	1.20	1	1.10	1	1.06
PHARMACIST	7582	HS 26	2	2.00	2	2.00	2	2.00
PHARMACY TECHNICIAN	7584	HS 7	3	3.00	5	4.33	5	4.36
PHLEBOTOMIST TECHNICIAN	10447	HS 7	1	1.00	1	1.30	2	2.07
PHYSICAL THERAPIST	7586	HS 22	1	1.00	1	1.00	2	2.00
PHYSICAL THERAPY ASSISTANT	7587	HS 17	3	3.00	3	3.00	3	3.00
BUILDING OPERATIONS MECHANIC	7592	HS 9	8	8.00	6	6.32	7	7.32
QUALITY ASSESSMENT COORDINATOR	7600	HS 18	1	0.60	0	0.00	0	0.00
REGISTERED NURSE	7606	HS 17	8	8.40	8	8.40	8	7.40
RESIDENT ASSESSMENT MANAGER	7607	HO 19	1	1.00	1	1.00	1	1.00
RESPIRATORY CARE SERVICE DIRECTOR	7609	HO 21	1	1.00	1	1.00	1	1.00
RESPIRATORY THERAPIST CERTIFIED	7610	HS 14	1	1.00	1	1.15	1	1.14
SECURITY DIRECTOR	7613	HO 12	1	1.00	1	1.00	1	1.00
SECURITY OFFICER	7614	HS 7	7	7.00	7	7.12	7	7.12
UNIT SECRETARY	7619	HS 6	8	8.00	8	8.00	8	8.00
OCCUPATIONAL THERAPY ASST- CERTIFIED	7842	HS 17	1	1.00	1	1.00	1	1.00
OCCUPATIONAL THERAPIST	7843	HS 22	1	1.00	1	1.00	2	2.00
HEALTH INFORMATION SVC SUPV	7844	HS 14	1	1.00	0	0.00	0	0.00
EXECUTIVE ASSISTANT	7985	HS 15	1	1.00	1	1.00	1	1.00
RISK MANAGER	10325	HO 24	1	1.00	1	1.00	1	1.00
STUDENT CNT TRAINEES	9050	HS 1	0	0.00	0	0.00	10	3.07
ASST PHARMACY DIRECTOR	10173	HS 26	1	1.00	0	0.00	0	0.00
NURSING ASSISTANT II - CERTIFIED	10175	HS 6	18	17.69	18	16.48	18	17.48
NURSING INFORMATION SUPPORT	10176	HS 9	1	1.00	1	1.00	1	1.00
DIRECTOR OF THERAPY SERVICES	10182	HO 24	1	1.00	1	1.00	1	1.00
HUMAN RESOURCE SECRETARY	10261	HS 7	1	1.00	1	1.00	1	1.00
DIR OF EDUCATION & COMM DEVELOPMENT	10319	HS 23	1	1.00	0	0.00	0	0.00
HUMAN RESOURCE GENERALIST	10320	HS 17	1	1.00	1	1.00	1	1.00
NMBH MATERIALS MANAGER	10321	HO 14	1	1.00	1	1.00	1	1.00
NMBH PURCHASING COORDINATOR	10322	HS 10	0	0.00	0	0.00	1	1.00
PATIENT CARE MANAGER	10324	HO 21	7	7.00	7	7.00	7	7.00
IS TECH	10328	HS 11	1	1.42	1	0.50	2	1.00
CARPENTER SR	10332	HS 11	1	1.00	1	1.01	1	1.01
PAINTER	10333	HS 9	2	2.00	2	2.02	2	2.02
DIRECTOR OF RECREATION PROGRAMS	10346	HO 16	1	1.00	1	1.00	1	1.00
VOLUNTEER/PUBLIC RELATIONS DIRECTOR	10347	HO 22	1	1.00	1	1.00	1	1.00
UNIT ASSESSMENT COORDINATOR - RN	10349	HS 18	1	1.00	1	1.00	0	0.00
UNIT ASSESSMENT COORDINATOR - LPN	10350	HS 13	4	4.00	4	4.00	6	6.00
ADMISSION LIASON	10351	HS 18	1	1.00	1	1.00	1	1.00
MAINTENANCE SUPV/PM COORDINATOR	10360	HS 18	1	1.00	1	1.00	1	1.00

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				FY 2004		FY 2005		FY 2006	
66 Bordeaux Long-Term Care -				<u>Bud.</u>	<u>Bud.</u>	<u>Bud.</u>	<u>Bud.</u>	<u>Bud.</u>	<u>Bud.</u>
Fund 62270				<u>Pos</u>	<u>FTE</u>	<u>Pos</u>	<u>FTE</u>	<u>Pos</u>	<u>FTE</u>
	<u>Class</u>	<u>Grade</u>							
STOREROOM CLERK	10363	HS 4		4	4.00	4	4.00	3	3.00
INTERNAL COURIER	10368	HS 4		1	1.00	1	1.00	0	0.00
FOOD SERVICES DIRECTOR	10369	HO 22		0	0.00	0	0.00	1	1.00
ADMISSION COORDINATOR	10370	HS 13		1	1.00	0	0.00	0	0.00
RN - WOUND CARE	10370	HS 18		1	1.00	0	0.00	0	0.00
DATABASE MANAGER	10371	HS 19		0	0.17	1	1.00	1	1.00
SPEECH/LANGUAGE PATHOLOGIST	10372	HS 22		1	1.00	1	1.00	2	2.00
CLINICAL DIET TECH	10373	HS 7		1	1.00	1	1.00	1	1.00
RECREATION AIDE	10374	HS 5		1	1.00	2	2.00	4	3.20
WOUND CARE COORDINATOR	10375	HS 18		0	0.00	1	1.00	0	0.00
QUALITY IMPROVEMENT									
COORDINATOR	10376	HS 19		1	1.00	1	1.00	1	1.00
DIRECTOR OF ADMISSIONS	10382	HS 19		0	0.00	1	1.00	1	1.00
MEDICAL STAFF SERVICES									
SPECIALIST	10383	HS 11		0	0.00	1	1.00	1	1.00
FOOD SERVICE MANAGER	10391	HS 11		1	1.00	1	1.00	1	1.00
RESTORATIVE CARE MANAGER	10401	HO 19		0	0.00	0	0.00	1	1.00
DIRECTOR OF PHARMACY	10442	HO 29		0	0.00	1	1.00	1	1.00
PATIENT ACCOUNT SPECIALIST	10444	HS 8		8	8.00	8	8.17	8	8.17
ACCOUNTS PAYABLE/RECEIVABLE									
CLERK	10445	HS 8		3	3.00	3	3.00	3	3.00
ACCOUNTANT	10452	HS 16		1	1.00	1	1.00	1	1.00
CLINICAL ADMISSION NURSE	10455	HS 17		0	0.00	0	0.00	1	1.00
EDEN CAMP COUNSELOR	10456	HS 12		0	0.00	0	0.00	2	0.24
CLINICAL INSTRUCTOR-LPN	10457	HS 13		0	0.00	0	0.00	1	1.00
Total Positions & FTE				539	514.63	529	495.61	547	500.21

66/67/69 Hospital Authority-Financial

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	FY 2004					FY 2005		FY 2006	
	<u>Class</u>	<u>Grade</u>		<u>Bud. Pos</u>	<u>Bud. FTE</u>	<u>Bud.</u>	<u>Bud.</u>	<u>Bud.</u>	<u>Bud.</u>
						<u>Pos</u>	<u>FTE</u>	<u>Pos</u>	<u>FTE</u>
69 Knowles Home - Fund 62271									
FOOD SERVICE SUPERVISOR	7495	HS 9	**	**	0	0.00	1	1.00	
EXECUTIVE SECRETARY	7507	HS 9	**	**	0	0.00	1	1.00	
LPN	10415	HS 12	**	**	2	2.00	3	3.20	
PATIENT ACTIVITIES COORDINATOR	10416	HS 9	**	**	2	2.00	2	2.00	
FOOD SERVICE MANAGER	10417	HS 11	**	**	1	1.00	0	0.00	
BLDG MAINT MECHANIC	10418	HS 9	**	**	1	1.00	1	1.00	
BLDG MAINT WORKER	10419	HS 7	**	**	1	1.00	1	1.00	
COOK	10420	HS 6	**	**	2	2.00	2	2.00	
COOK'S LEADER	10421	HS 8	**	**	2	2.00	2	2.00	
COOK'S ASSISTANT	10422	HS 3	**	**	6	5.35	6	5.35	
CUSTODIAL SVS ASST SUPV	10423	HS 10	**	**	1	1.00	1	1.00	
CUSTODIAN 1	10424	HS 3	**	**	8	7.43	7	6.18	
DRIVER	10425	HS 7	**	**	2	2.00	2	2.00	
GROUP CARE WORKER	10426	HS 4	**	**	11	10.30	9	9.30	
GROUP CARE WORKER-CERTIFIED	10427	HS 5	**	**	10	10.00	11	11.00	
LEAD ACTIVITIES COORDINATOR	10428	HS 11	**	**	1	1.00	1	1.00	
OFFICE SUPPORT REP 2	10430	HS 4	**	**	1	1.00	1	1.00	
OFFICE SUPPORT REP 3	10431	HS 7	**	**	2	2.00	0	0.00	
OFFICE SUPPORT SPEC 1	10432	HS 9	**	**	1	1.00	1	1.00	
PROGRAM COORDINATOR	10433	HS 15	**	**	1	1.00	1	1.00	
PROGRAM MGR 2	10434	HO 21	**	**	2	2.00	1	1.00	
RESIDENTIAL CARE MANAGER	10436	HS 21	**	**	1	1.00	0	0.00	
SOCIAL WORKER 1	10437	HS 14	**	**	3	3.00	3	3.00	
SOCIAL WORK TECH	10438	HS 4	**	**	3	3.00	3	3.00	
ADMIN SVCS OFFICER 4	10440	HS 21	**	**	1	1.00	0	0.00	
KNOWLES PROGRAM ADMINISTRATOR	10450	HO 22	**	**	1	1.00	1	1.00	
Total Positions & FTE						66	64.08	62	60.03

** Department part of Metro Social Services until 09/21/04 when transferred to Hospital Authority.